CIMB 100 YEARS & MORE

SUSTAINABILITY REPORT 2024

Forward Together: CIMB Celebrates 100 Years and More

In 2024, CIMB proudly marks a century of service, celebrating a legacy of profound contributions to both the region's economy and its people. This milestone is not just a reflection of our rich history but also paving the way for the future – one that reaffirms our commitment to shaping the financial landscape in Malaysia and across ASEAN for the next generation to come.

Guided by our tagline, **"Moving Forward with You"**, this year's theme highlights our unwavering dedication to the progress we have made on our five-year strategy, Forward23+, and our readiness to embark on the next chapter of growth and innovation.

The individuals featured in this year's Integrated Annual Report embody the spirit of resilience and determination that defines CIMB. Among them are our esteemed ambassadors: sporting icons **Dato' Azizulhasni Awang** and **Sivasangari Subramaniam**; local musical prodigies, **Delaney Ng** and **Alistair Chew** from the Malaysian Philharmonic Youth Orchestra (MPYO); and talented artist, **Anisa Abdullah**. Together, they exemplify the perseverance, talent and ambition – values that resonate deeply with CIMB's journey and vision.

As we honour the significant 100-year milestone, we remain steadfast in our mission to drive progress, empower communities and lead with purpose – today and for the next century.

We have taken conscious efforts to manage and minimise the environmental impact of our annual report and related processes.

You too can contribute towards this. Did you know that the equivalent of one football field of forest is cut down every second?

Download the soft copy of CIMB's Integrated Annual Report, Financial Statements and Sustainability Report, instead of requesting for a hard copy.

This report is printed on FSC Mix paper, which means it is made with one or more of the following material categories: FSC 100%, FSC Recycled, FSC Controlled Wood, post-consumer reclaimed and/or pre-consumer reclaimed.

- FSC 100%: FSC claim for products based on inputs exclusively from FSC-certified natural forests or plantations
- FSC Recycled: FSC claim for recycled products based on inputs exclusively from reclaimed sources
- FSC Controlled Wood: Material or product with the 'FSC Controlled Wood' claim, i.e., material confirmed as being in conformity with FSC standard FSC-STD-40-005 (Requirements for Sourcing FSC Controlled Wood), standard FSC-STD-40-004 (Chain of Custody Certification), or standard FSC-STD-30-010 (FSC Controlled Wood Standard for Forest Management Enterprises)

By choosing to use FSC®-certified paper, CIMB is supporting responsible management of the world's forests.

MIX
Paper | Supporting responsible forestry
FSC® C163428
www.fsc.org

This report is printed on environmentally friendly paper

This report is printed by Superior Press Sdn Bhd (FSC-C163428) who is an FSC-certificate holder (FSC licence code: FSC-C163428; FSC certificate code: ESTS-COC-200390).

Superior Press sources FSC-certified paper from SAPPI Alfeld GmbH (FSC-C015022; SGSCH-COC-003171 / SGSCH-CW-003171) and UPM (China) Co. Ltd. (FSC-C014719; SGSCH-COC-002249)

What's Inside

ABOUT THE CIMB GROUP SUSTAINABILITY REPORT 2024 2

CIMB AT A GLANCE 4

SUSTAINABILITY PROGRESS REPORT BY GROUP CHAIRMAN, CHAIR OF GSGC AND GROUP CEO 6

PURPOSE IN ACTION: FIVE YEARS OF IMPACT

Building Financial Resilience for People and Businesses 14
Catalysing Change for a Healthier Planet 16
Supporting People and Communities 18

CIMB'S SUSTAINABILITY FRAMEWORK AND APPROACH

2024 Sustainability Highlights 20
CIMB's Sustainability Approach 22
Stakeholder Engagement 24
Material Matters 29
Our Scorecard 32

SUSTAINABLE BUSINESS

Sustainable and Responsible Finance: Driving Positive Impacts 38
Economic Inclusion and Financial Literacy 47
Customer Experience 53
Digitalisation and Innovation 57
Cybersecurity and Data Privacy 61

CORPORATE CITIZENSHIP

Education 66
Economic Empowerment 67
Health and Community Wellbeing 70
Climate and Environment 71
Employee Volunteerism 77

SUSTAINABLE ACTION

Climate Change: Operational Footprint 80
Talent Attraction, Growth and Retention 86
Diversity and Inclusion 95

GOVERNANCE AND RISK

Governance and Ethics 100
Risk Management and Business Resilience 103
Sustainable and Responsible Finance: Managing Environmental and Social Risks in Financing and Capital Raising 109
Climate Change: Risks and Opportunities 116
Nature and Biodiversity 143
Human Rights 145

REFERENCE

GRI Content Index 149
IFRS S2 Index 157
Sustainability Data 159
Statement of Assurance 161

68th Annual General Meeting

Grand Ballroom, First Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Wilayah Persekutuan Kuala Lumpur, Malaysia

Tuesday, 29 April 2025

9:30 am

View our Integrated Annual Report online and on-the-go. Our reports, accounts and other information about CIMB can be found at **www.cimb.com**

While the most important data which is assured is in the Reference section of this Report, our full Performance Data Supplement can be found on our website

ABOUT THE CIMB GROUP SUSTAINABILITY REPORT

The CIMB Group Sustainability Report 2024 offers a transparent view of our journey in addressing today's most pressing challenges. It shares how we have approached our key priorities, the progress we have made and the lessons learned along the way. This report also takes a closer look at areas where we can do better, helping us refine our efforts to create positive impacts while addressing gaps responsibly. It complements the CIMB Group Integrated Annual Report 2024 and the resources available on the Sustainability section of our website, offering a comprehensive view of our commitment and actions.

INSIDE THIS SECTION

03 About the CIMB Group Sustainability Report 2024

04 CIMB at a Glance

06 Sustainability Progress Report by Group Chairman, Chair of GSGC and Group CEO

12 Purpose in Action: Five Years of Impact

20 CIMB's Sustainability Framework and Approach

COMPLEMENTARY RESOURCES

In this year's report, we have focused on delivering information more concisely while providing easy access to further details. Use the interactive buttons throughout this report to navigate seamlessly and find additional resources:

- Visit CIMB or relevant websites for more detailed information
- Jump to specific sections within the CIMB Integrated Annual Report and Sustainability Report 2024
- Go back to the Previous Page
- Move forward to the Next Page
- Jump to the Content Index

DISCLAIMER:

This Sustainability Report is based on current information, estimates, and assumptions as at the time of publication. We do not undertake to update any content contained in this report or inform readers of any changes. Certain aspects of our sustainability performance may change based on evolving regulatory and internal frameworks. Readers are advised to exercise caution and conduct their own independent assessment when interpreting and analysing this report. This Sustainability Report is for informational purposes only and does not create any legal obligations. While we strive for accuracy and completeness, we do not guarantee the adequacy, accuracy, or completeness of the information provided.

SCOPE: REPORTING COVERAGE AND PRINCIPLES

All information in this report covers the calendar year from 1 January 2024 to 31 December 2024, unless otherwise stated. It reflects our activities across key markets, primarily Malaysia, Indonesia, Singapore, Thailand and Cambodia. Where feasible, we have included four years of quantitative data for key environmental and social indicators to enable meaningful year-on-year comparisons. Any data limitations are noted accordingly. In preparing this report, we have adhered to the principles of balance, comparability, clarity, completeness, reliability and accuracy to demonstrate our commitment to transparency and accountability. Our previous report was published in March 2024.

REPORTING STANDARDS: AN ACCURATE ACCOUNT TO STAKEHOLDERS

This report aims to provide our stakeholders with meaningful and transparent disclosures to support informed decision-making. It has been developed in line with best practices and standards, adhering to local and internationally recognised guidelines and frameworks, including:

- Global Reporting Initiative (GRI) Standards 2021 (refer to pages 149 to 156)
- For our Bursa Malaysia's Main Market Listing Requirements on Sustainability Reporting, please refer to the Sustainability Statement section on page 116 to 133 of our Integrated Annual Report

The International Sustainability Standards Board (ISSB), on 26 June 2023, issued its inaugural global sustainability disclosure standards – IFRS Sustainability Disclosure Standards. In Malaysia, the Advisory Committee on Sustainability Reporting was set up to support the implementation, which subsequently led to the launch of the National Sustainability Reporting Framework (NSRF) with an adoption date of FYE December 2025 for IFRS S1 and S2 with reliefs for Main Market listed issuers and full adoption by 2027.

In this Sustainability Report, we have voluntarily started to align some of our disclosure to the IFRS Sustainability Disclosure Standards, particularly the IFRS S2 Climate-related Disclosure requirements. In 2024, we have voluntarily applied some of the IFRS S2 requirements. We intend to be fully aligned with the IFRS Sustainability Disclosure Standards no later than 2027, which is in accordance with the NSRF published by ACSR. Please refer to the IFRS S2 index on pages 157 to 158 for further details.

RELIABILITY: ASSURANCE OF QUALITY

To reinforce transparency and accountability:

- Selected sustainability indicators were independently assured by KPMG PLT, in line with the International Standard on Assurance Engagements (ISAE) 3000

  KPMG's limited assurance can be found on pages 161 to 162.
- Our internal audit team reviewed the design adequacy of controls related to the collection, recording and compilation of data related to the preparation of key sustainability indicators
- We are continuously enhancing the assurance of our sustainability indicators, progressively expanding the scope to strengthen data reliability of our sustainability disclosures

FEEDBACK AND REVIEW FOR CONTINUOUS IMPROVEMENT

We welcome your feedback, questions and suggestions on the CIMB Group Sustainability Report 2024, as we strive to create long-term value and meaningful impact through our efforts and disclosures.

Please contact:

Ms Luanne Sieh
Group Chief Sustainability Officer
sustainability@cimb.com

CIMB At A Glance

Our retail and institutional customers:

Around 28 Million

Our self-service access points:

6,148

Our retail branches:

592

Our workforce:

Over 33,000

THAILAND

Branches: **51**
Established: **2009**

CAMBODIA

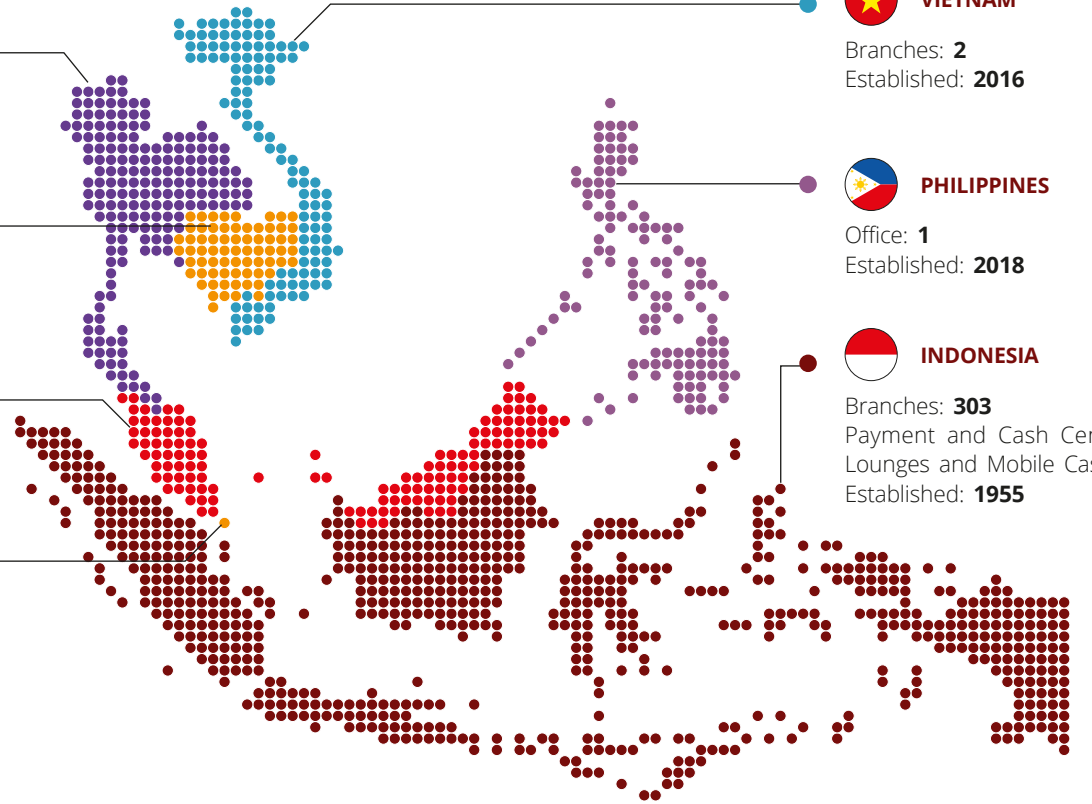
Branches: **14**
Established: **2010**

MALAYSIA

Branches: **217**
Established: **2006 (CIMB Group)**

SINGAPORE

Branch: **1**
Established: **2009**



VIETNAM

Branches: **2**
Established: **2016**

PHILIPPINES

Office: **1**
Established: **2018**

INDONESIA

Branches: **303**
Payment and Cash Centres, Digital Lounges and Mobile Cash Vans: **94**
Established: **1955**

OTHER MARKETS

Shanghai
Branch: **1**

Hong Kong
Branch: **1**

United Kingdom
Branch: **1**

At the end of December 2024, the substantial shareholders were Khazanah Nasional Berhad with 21.54%, Employees Provident Fund with 16.53% and Kumpulan Wang Persaraan (Diperbadankan) with 5.68%.

OUR BRANDS

CIMB BANK

CIMB Bank is the Group's commercial bank in Malaysia with 217 branches across the country. It has subsidiaries in Thailand, Cambodia and Vietnam, as well as branches in Singapore, the Philippines, London, Shanghai and Hong Kong.

CIMB INVESTMENT BANK

CIMB Group's multiple award-winning investment banking business, CIMB Investment Bank, has been a pioneer in shaping the financial landscape across Southeast Asia for over 45 years. With a strong history and presence in Malaysia, Indonesia, Singapore and Thailand, we have solidified our position as a market leader in the region.

Our strategic positioning and comprehensive suite of solutions – ranging from financial advisory, project financing, debt and equity capital markets and mergers and acquisitions – demonstrate our versatility and expertise. Together with the Group, we are committed to moving the market forward and delivering unparalleled value to our clients and stakeholders.

CIMB ISLAMIC

CIMB Islamic is the Group's Islamic banking and financial services franchise, with an extensive suite of innovative Shariah-compliant products and services. It operates in parallel with the Group's banking platform.

CIMB NIAGA

CIMB Niaga is the Group's banking franchise in Indonesia and offers a comprehensive portfolio of conventional and Shariah banking services in Indonesia with over 300 branches across the country.

CIMB BANK PLC

CIMB Cambodia is the Group's banking franchise in Cambodia, with 14 branches across the country. It offers a wide range of banking products and services for individuals, businesses and corporates.

CIMB THAI BANK

CIMB Thai is the Group's banking franchise in Thailand. It has been listed on the Stock Exchange of Thailand and is the eighth largest bank in Thailand by assets, with 51 branches nationwide.

CIMB BANK VIETNAM

Established in 2016, CIMB Vietnam was the first within the Group's franchise to adopt a digital bank model. It is today recognised as one of Vietnam's most innovative and emerging digital banks.

DELIVERING IMPACTFUL SOLUTIONS THROUGH OUR BUSINESS PILLARS

Consumer and Digital Banking

Offers the full suite of conventional and Shariah-compliant banking products to individual customers and small businesses across seven ASEAN countries (Malaysia, Indonesia, Singapore, Thailand, Cambodia, Vietnam and the Philippines).

Products and solutions: Deposits, loans and financing, credit cards, wealth management and investments, bancassurance, remittance and foreign exchange.

Wholesale Banking

Offers end-to-end conventional and Shariah-compliant services to assist corporations, institutions, multinationals, conglomerates and governments, in accomplishing their goals and leveraging their potential.

Products and solutions: Capital market fundraising, corporate advisory services, mergers and acquisitions (M&A), cash management and financing solutions, traditional trade and capital expenditure financing, structured trade, value-chain, structured investment, risk management, fixed income, currency and commodities.

Commercial Banking

Offers end-to-end conventional and Shariah-compliant financial and cash management solutions to businesses including sole proprietorships and partnerships, mid-corporates and small & medium-sized enterprises (SMEs) across the region.

Products and solutions: Credit/financing facilities, cash management, treasury and structured products.

Islamic Banking

Offers the full suite of shariah-compliant financial services, products and solutions to individual customers as well as commercial, corporate and institutional clients across the region.

Products and solutions: Financing, sukuk, investment banking, transaction banking, banca-takaful and securities services.

Transaction Banking

Offers end-to-end conventional and Shariah-compliant transaction-related solutions to SMEs, large multi-national corporations, government agencies, non-bank financial and financial institutions across the region.

Products and solutions: Cash management, trade finance, supply-chain financing solutions, online banking and securities services.

For a comprehensive review on each business pillar, please refer to Our Business Review and Notable Deals section on page 96 of our Integrated Annual Report 2024.

Tan Sri Mohd Nasir Ahmad
Chairman

Ho Yuet Mee
Chairperson,
Group Sustainability and
Governance Committee

Novan Amirudin
Group Chief
Executive Officer

Sustainability Progress Report by Group Chairman, Chair of GSGC and Group CEO

Dear Stakeholders,

"The future depends on what we do in the present." Mahatma Gandhi's timeless words resonate deeply as we navigate some of the most pressing challenges of our time. 2024 was a year of profound global shifts, which are reshaping regulatory frameworks, business landscapes and sustainability efforts. The ongoing conflicts in Eastern Europe and the Middle East continue to create economic and geopolitical uncertainty, while a growing wave of anti-ESG rhetoric threatens to reverse hard-earned progress.

At the same time, we are experiencing worsening environmental disasters, rising inflation, surging energy costs and increasing food insecurity – all of which disproportionately impact vulnerable communities, exacerbating social inequalities. The economic impact of extreme climate-related events continues to disrupt businesses, with global losses from climate change amounting to US$600 billion in the last two decades[1]. The number of people affected by these calamities also hit new highs, further underscoring the urgency of climate action.

[1] *David R. Vetters, "Costs Pile Up As Climate Change Adds $600 Billion In Insurance Losses," Forbes, December 10, 2024*

Compounding this, nature-related risks, such as biodiversity loss and ecosystem degradation, have far-reaching social and economic impacts. The rapid evolution of technology, including artificial intelligence and the growing demand for data storage and processing, introduces new complexities. Data centres consume significant energy and water, intensifying resource competition in vulnerable regions. Cybersecurity threats continue to evolve, demanding constant vigilance and collective resilience. This convergence of crises demands that we seek solutions that balance environmental responsibility, social inclusion and economic so that we can effectively manage our risks, strengthen our resilience and secure long term value for our organisation.

While an estimated US$2.4 trillion in annual financing is needed by 2030[2] to meet the financing gap for developing nations, only US$300 billion annually has been pledged. Nature-based solutions are equally underfunded, receiving only US$133 billion of allocation annually, far below the investment needed to mitigate climate change, conserve biodiversity and address land degradation. Experts estimate this must at least triple by 2030 to make a meaningful impact[3]. This will also require deep structural reforms, scaled-up private investment and a longer-term view of doing business.

WHAT DOES PROGRESS REALLY MEAN?

2024 saw significant advancement in the ASEAN region's energy transition, with the rollout of national energy roadmaps, carbon market exchanges and cross-border green electricity initiatives. Countries are striving to secure renewable energy while acknowledging the varying stages of energy maturity across markets. Efforts have focused on expanding clean energy adoption through national strategies complemented by financial reforms to attract green investments. At the same time, awareness is rising around the need to protect vulnerable communities affected by this transition. It is promising that several countries have initiated the development of national baselines for human rights, helping to identify social risks to safeguard people's livelihoods and wellbeing while supporting economic advancement.

Expanding opportunities for all remains a key priority, one that must balance economic development with climate commitment and social equity. A wave of emerging regulations, reporting requirements, and standards – including the EU's Carbon Border Adjustment Mechanism, Deforestation Regulation, Corporate Sustainability Due Diligence Directive, as well as the adoption of IFRS S1 and S2 in Malaysia, Singapore, Thailand and the Philippines, among others – will drive greater transparency and accountability. These frameworks will support businesses across the region in building more resilient and sustainable operations by considering social and environmental dimensions and enhancing long-term value creation. As regulatory expectations evolve, companies must adapt swiftly to meet the rising demand for responsible products and services, along with increased scrutiny of business conduct.

Amidst these challenges and emerging opportunities, CIMB has broadened our commitments, enhanced our governance and risk management capabilities, stepped up our focus on responsible finance and customer experience and significantly increased our investment in building the capacity and skills of our people. We are pleased to share our key achievements over the past year, reflecting our commitment to long-term value creation and our ongoing efforts toward enabling a more resilient future for all our stakeholders.

STRENGTHENING OUR COMMITMENT TO SUSTAINABLE FINANCE

As part of our ongoing commitment to creating long-term value for our stakeholders and our habitat, in 2024 we established clear 2030 decarbonisation targets for our Oil & Gas and Real Estate portfolios, a key step in our journey towards 2050 Net Zero emissions. We have now established sector-specific decarbonisation pathways for all six highest-emitting sectors, including Thermal Coal Mining, Cement, Palm Oil and Power. Collectively, these six sectors represent 60% of CIMB Group's financed emissions and 47% of our total portfolio exposure.

[2] *World Economic Forum, "Maximizing Green Finance Flows to Developing Countries," July 2024*
[3] *UNFCCC, "Finance for Nature-Based Solutions Must Triple by 2030," December 2024*

Sustainability Progress Report by Group Chairman, Chair of GSGC and Group CEO

This year, we facilitated RM31.1 billion in sustainable finance to support our clients' projects related to energy efficiency, energy transition, MSME, affordable housing and low-carbon transportation. We are happy to report that we have surpassed our 2021-2024 RM100 billion target for Green, Social, Sustainable and Impact Products and Services (GSSIPS) funding ahead of schedule.

ENABLING AN ECOSYSTEM TO DRIVE THE TRANSITION

At CIMB, we recognise that change happens faster when we move together. Driving meaningful change requires creating an ecosystem that empowers businesses at every level to adapt and advance. SMEs, which form the backbone of the ASEAN economy, play a crucial role in this transition. This year, we introduced SMEBizReady to empower SMEs with access to technology, automation and innovative business practices.

We also intensified our efforts to support a just transition for our SME clients in Singapore via Sustainability-Linked Financing, which supported them in staying competitive by improving environmental performance and transparency. Additionally, we formed strategic partnerships with industry leaders to offer holistic solutions for SMEs, including advisory and capacity-building support via GreenBizReady™ to facilitate transformation across supply chains.

We provided our individual customers with expanded access to ESG investment options and green financial products, recognising the growing intersection of financial wellbeing and responsible environmental and social practices. These offerings include solutions for electric vehicles, solar panels and environmentally friendly homes.

The Cooler Earth Sustainability Series is another way we foster learning, collaboration and action. The Cooler Earth started as an annual summit and has now evolved into a year-long series of events, masterclasses and hands-on learning sessions that connect global citizens, experts and partners to share knowledge and drive meaningful change. In 2024 alone, The Cooler Earth Sustainability Series engaged more than 28,000 participants across ASEAN, empowering businesses and individuals with the tools to adopt responsible business practices and accelerate their transition toward a more resilient future.

We are also taking tangible steps to accelerate real-world impact through strategic partnerships. Working with like-minded partners such as Gentari and AEON, we provide businesses with practical guidance and resources to strengthen their ESG practices and identify new avenues for growth in the evolving economic landscape. Through our MoU with Gentari Green Mobility, we are expanding access to EV financing and green banking solutions for SMEs, supporting Malaysia's goal of 10,000 public EV charging stations by 2030. Our partnership with AEON and Bursa Malaysia has led to the launch of the #AEONResponsible Suppliers Programme, which equips suppliers with ESG tools and sustainability-linked financing to drive responsible business practices across the retail supply chain.

BALANCING BUSINESS WITH NATURE AND SOCIETY

Recognising that business activities have an impact on the environment, we understand our responsibility to minimise those impacts. Therefore in 2024, we published the CIMB Group Statement on Biodiversity and Nature, outlining in detail our approach to preserving biodiversity, restoring natural habitats and promoting responsible resource use. This complements our No Deforestation, No Peat, No Exploitation (NDPE) commitment, which guides how we engage with sectors like Palm Oil and Forestry to address key environmental and social risks.

We continue to broaden our biodiversity assessments to understand better and manage our impact on ecosystems while exploring financing nature initiatives that aim to protect and restore natural ecosystems, support responsible land use and create long-term environmental and economic value.

Alongside these efforts, we have strengthened our approach to human rights through the development of a grievance mechanism that allows all stakeholders to raise concerns through the appropriate channels. Ultimately, a society where everyone can thrive requires attention to environmental stewardship, economic growth and social wellbeing.

LEAVING NO ONE BEHIND

In 2024, we stepped up on our commitment to economic inclusion, with initiatives to build financial literacy and health for less privileged communities. We partnered with Agensi Kaunseling dan Pengurusan Kredit (Malaysian Agency for Credit Counselling and Management) to equip employees of our corporate clients with the knowledge and tools to achieve long-term financial security. Expanding on our efforts in Malaysia, we have also set economic inclusion targets for Indonesia. These targets focus on improving access to affordable financial services, bridging economic gaps and strengthening financial resilience across the region.

Through the CIMB Foundation and other CIMB entities, we continued to drive meaningful impact, investing RM28.3 million in initiatives that improve livelihoods for low-income and underprivileged communities to promote a more inclusive society. We also continued to nurture a strong sense of purpose among our employees by fostering a culture of volunteerism and giving. In 2024, #teamCIMB dedicated over 216,000 volunteer hours across key markets, more than double our annual target of 100,000 hours.

OUR JOURNEY THUS FAR

In 2024, we completed our very first sustainability roadmap over a five-year period under Forward23+, setting the foundation of our journey. When we began, we were in the 19th percentile of the S&P Global Corporate Sustainability Assessment (CSA) rankings. Our goal was to break into a top quartlile position by 2024. Through focus, determination and collective effort, we surpassed our target and reached the 88th percentile ahead of schedule.

Our journey in sustainable finance tells a similar story. What began as a RM30 billion target was later tripled to RM100 billion, and by the end of 2024, we had mobilised RM117 billion.

For our efforts, CIMB earned the top spot among 400 financial institutions globally in the 2025 Financial System Benchmark by the World Benchmarking Alliance (WBA). This is a recognition that affirms our commitment to responsible business, strong governance and sustainable finance.

We know the road ahead is becoming increasingly complex. Political shifts, intensified scrutiny of ESG commitments and the evolving energy landscape mean that businesses and financial institutions must stay agile. Our role remains to help our stakeholders navigate these changes, building resilience, driving real impact and unlocking new opportunities.

"Meaningful change cannot happen in isolation; it takes all of us – banks, clients, shareholders, partners, regulators and communities – working together with urgency, courage and hope, to address the pressing issues that will shape our future."

2025 AND BEYOND

Looking ahead towards meeting our 2050 Net Zero commitment, we are developing a mid-term roadmap informed by a comprehensive analysis of emerging trends and strategic opportunities. This framework will guide our responsible financing activities and facilitate collaboration with clients and stakeholders.

Our approach will be anchored on three strategic pillars: Empowering our customers in their shift towards responsible practices, strengthening our resilience to environmental and social risks, and creating a positive impact on communities. To achieve this, we will explore opportunities to further integrate environmental and social equity considerations into all parts of our business, building shared responsibility and accountability across the Group and allowing us to scale impact more effectively. At the same time, we will continue to invest in strengthening our expertise, infrastructure and systems, to continue driving meaningful, long-term changes in an efficient manner.

ALL IN, ALL TOGETHER

Despite evolving political landscapes and increased scrutiny, we maintain our unwavering commitment to leveraging our leadership in ASEAN to drive meaningful progress toward a more resilient and inclusive economy. The risks of climate change, resource scarcity and social inequality are real. So are the opportunities.

Our role is to help clients navigate these risks and seize opportunities, because a greener and more inclusive economy benefits everyone. The reality remains: businesses must adapt to navigate the increasingly complex landscape, characterised by rapid disruptions. Those that do will be more resilient in the long run. The road ahead is challenging, requiring the courage to take action and unwavering dedication to ensure we leave the world in a better state for future generations.

Our achievements would not have been possible without the hard work, perseverance and shared vision of #teamCIMB, as well as our clients and partners. We are deeply grateful for their commitment to this journey. Together, with collective effort and determination, we can accelerate action at scale, creating lasting, positive impact and a future that is responsible, resilient and inclusive for ASEAN.

Key Achievements Under FORWARD23+

- Laying the Foundation
  - Established a strong sustainability framework in the first five years
- Accelerated Performance in Global Benchmark
  - Started in the 19th percentile of the S&P Global Corporate Sustainability Assessment (CSA)
  - Achieved our Forward23+ target of reaching the top quartile three years ahead of schedule, reaching the 88th percentile
- Surpassing Sustainable Finance Targets
  - More than tripled our initial RM30 billion target to RM100 billion
  - Exceeded expectations by mobilising RM117 billion in sustainable finance by 2024
- Global Recognition
  - Ranked #1 out of 400 financial institutions globally in the World Benchmarking Alliance 2025 Financial System Benchmark and #2 globally in Inclusive Finance

Sustainability Progress Report by Group Chairman, Chair of GSGC and Group CEO

Q A THE FORWARD23+ SUSTAINABILITY FRAMEWORK WAS LAUNCHED IN 2019. HOW HAS IT MADE CIMB A BETTER BANK?

When we launched the Forward23+ Sustainability Framework in 2019, it marked CIMB's first comprehensive sustainability strategy. Built from the ground up as part of the broader Forward23+ corporate strategy, it was designed to make sustainability our compass, guiding how we serve our customers, manage risks and uphold strong governance. We established clear priorities and measurable targets across key areas that were important to our key stakeholders, including responsible finance, economic inclusion, climate action, customer protection, talent development, cybersecurity and ethical business practices, amongst others.

Over the past five years, this framework has changed how we do business. We have built a governance structure that puts sustainability front and centre in our decision-making at the highest levels. The Board provides oversight through the Group Sustainability and Governance Committee (GSGC) while the Group Sustainability Council (GSC) takes the lead on our climate strategy and integration across operations. We integrated sustainability into our business strategies and enterprise-wide risk management framework, which now covers critical areas including climate-related financial risks, human rights due diligence, and biodiversity assessments. In the meantime, we grew our sustainable finance portfolio to RM117 billion, surpassing our revised target of RM100 billion, which had been upsized from the original RM30 billion committed, while reducing our Scope 1 and 2 emissions by 36% against the 2019 baseline.

In practice, it means we no longer make decisions based solely on financial considerations. When we finance a business, for instance, we also assess its environmental and social practices – whether it is working toward reducing carbon emissions, treating workers fairly and protecting natural ecosystems.

We also extend our support to SMEs and microbusinesses, giving entrepreneurs in vulnerable and underserved communities the funding they need to improve their livelihoods, grow their businesses and build more secure futures. Through targeted financing, we also enable them to adopt greener solutions and transition to more responsible practices that reduce risks like human rights violations and deforestation. At the same time, we worked to promote financial literacy and make financial services more accessible for underserved communities, opening up opportunities for families and small businesses to build a more secure future for themselves. Our philanthropic initiatives build on our core competencies, fostering a strategic alignment between social impact and our business objectives. This approach generates shared value for both communities and CIMB, fulfilling our purpose of Advancing Customers and Society.

Forward23+ provided a vital blueprint for where we are today, making CIMB a more resilient, agile and responsible bank, one that is now more connected than ever before to our clients, customers, communities and other stakeholders, and the changing world around us.

Importantly, it has laid a good foundation for our next chapter. The next six years will be critical. By 2030, we want to break down more barriers that hold people and businesses back. We look forward to participating in the funding of major infrastructure projects that drive sustainable economic development and energy efficiency across ASEAN. We aim to equip small businesses with the resources they need and help turn financial security into a reality for those struggling with basic needs like food, shelter and healthcare. We aim to inspire and lead change across the region – a shared journey toward a future that is greener, fairer, and more inclusive.

Q A WHAT WOULD YOU CONSIDER CIMB'S MOST SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS OVER THE PAST FIVE YEARS?

Over the past five years, CIMB has made significant strides in integrating sustainability into our core business strategy. We embarked on this journey with a nascent understanding of sustainability, with a few initial steps taken in late 2018. We are committed to continuous progress and are pleased with the advancements we have made in key areas, both regionally and globally. We were the first bank in emerging markets to commit to exiting coal by 2040, aligning with the Paris Agreement. In 2023, we became the first bank worldwide to set a net zero decarbonisation pathway for our Palm Oil portfolio. That's a new benchmark for responsible financing in a high-impact sector.

We are committed to economic inclusion and have made significant strides in expanding access to financial services. We are honoured to be recognised for our efforts, including our global ranking of second place by the World Benchmarking Alliance. We also recognise the importance of robust forest-risk policies and are committed to contributing to best practices in this area. Our forest-risk policies are now among the strongest globally, as rated by Forests & Finance.

Beyond setting policies and ranking well, we aim to shift mindsets and inspire actions across our ecosystem. When we launched The Cooler Earth Sustainability Summit in 2019, we wanted to spark conversations and action on climate, biodiversity and create a more just and inclusive society. It was the first initiative of its kind launched by a bank in Southeast Asia. Free of charge and open to all. The Cooler Earth brought together business leaders, policymakers, activists and youth advocates from over 30 countries. We had no idea how much it would grow. Now, The Cooler Earth is a series of events, a year-long movement of ideas, collaboration and shared learning. And this wasn't just happening externally; it had begun to reshape our internal culture too.

Our businesses created programmes like GreenBizReady™, which supports SMEs in adopting greener business practices and models, and EcoSave, which channels funds toward environmental causes, have become more than just programmes and products. They inspire our teams to think bigger and act with purpose. More and more of #teamCIMB at all levels are asking, "How can we do more?". That kind of curiosity and ownership is everything. It means we are maturing as an organisation and wholeheartedly embracing what it means to do business responsibly.

There's still plenty to do, but we are incredibly excited about what lies ahead, seeing how our efforts have turned into something that is making a real difference. Forward23+ has set the foundation. Now it's time to build on it. When we get it right, it won't just be good for business. The prize will be a future we can all be proud of.

Q A SEVERAL BANKS EXITED THE NET ZERO BANKING ALLIANCE (NZBA), AND THERE IS A SENSE THAT ANTI-ESG RHETORIC IS RISING. WHAT'S CIMB'S POSITION ON THIS?

The recent departures of some banks from the NZBA reflect the political and regulatory complexities they face in their respective markets. However, it is important to recognise that despite their exit from the alliance, these banks have reaffirmed[4] their commitment to pursuing their net zero goals. At CIMB, we are clear about where we stand. We remain wholly committed because in addition to integrity and accountability to our stakeholders being a core EPICC value, sustainability is the right thing to do. And, it is smart business.

Understanding and managing long-term risks strengthens our resilience. Helping our clients navigate the transition – whether it's reducing emissions, improving human rights practices, creating more responsible supply chains or preparing for impending climate reporting requirements and carbon taxes – enhances their competitiveness and long-term viability. In turn, it helps the Bank mitigate credit and reputational risks while building trust and long-term value.

Building a diverse and inclusive workforce strengthens our ability to attract and retain top talent, foster innovation and strengthen our ability to adapt to changing market conditions. Furthermore, sustainability is increasingly becoming a competitive advantage, with many businesses also recognising the longer-term benefits – stronger risk management, potential cost savings and improved market positioning.

In this dynamic and evolving landscape, we are presented with abundant opportunities in areas such as sustainable innovation, digital transformation, market diversification, and strategic partnerships, all of which drive sustainable growth.

While we acknowledge that there will be challenges and trade-offs along the way, we remain confident in our path. We believe that a responsible and regenerative approach is the best way forward – for profit, people, and the planet. And we're committed to it for the long haul.

[4] *Citi, BofA Join Goldman Sachs and Wells Fargo in Exiting Net Zero Banking Group – ESG Today*

Q A WHAT IS THE BOARD'S PLAN FOR THE BANK TO STAY AGILE AND COMPETITIVE IN THE FACE OF EVOLVING SUSTAINABILITY CHALLENGES?

Resilience and adaptability are built through preparation, proactive governance and constant learning. Over the years, we have strengthened governance frameworks to meet the rising complexities of sustainable business. For example, we have updated the roles and responsibilities of our key committees to give them a clearer focus on identifying and managing risks related to climate change. Sustainability is now integrated into decision-making and risk management through our Three Lines of Defense framework, with accountability and oversight at every level, as well as sustainability-linked KPIs and remuneration. Board members actively engage in sustainability training to stay ahead of emerging risks and opportunities.

But good governance alone isn't enough – our people are what drive the Bank forward. Building a pipeline of sustainability-literate leaders who can inspire and mobilise people, resources, and organisations toward common goals is essential. Talents with a commitment to responsible business practices are in high demand, and we are focused on maintaining CIMB's reputation as a place where purpose-driven professionals choose to make an impact through their work and build meaningful careers.

The Board's focus is to make sure we don't just respond to change but proactively anticipate and adapt to it. We do this by working closely with management to adopt data-driven tools that give us indications of risks like climate impact and emerging risks. Predictive scenario analysis, for example, helps us prepare for different outcomes and keeps us ready for what comes next, whether it is regulatory changes or geopolitical shifts.

We encourage deeper conversations with external stakeholders – regulators, peers and innovators so that, at all levels, the Bank is always learning and adapting to evolving business realities. This ongoing engagement helps keep our strategies grounded and our operations responsive, sharpening our competitive edge.

Q A WHAT'S NEXT FOR CIMB? WHAT ARE THE KEY MILESTONES AND PRIORITIES FOR THE BANK'S SUSTAINABILITY JOURNEY AHEAD?

Forward23+ laid our foundation. Our strategy towards 2030 will build on our efforts with three priorities: scaling sustainable finance to support our clients, strengthening risk management and deepening our purpose and trust with stakeholders.

In the next six years, we will move beyond financing to co-developing practical solutions with clients – to decarbonise operations, build resilient supply chains and tap into fast-growing, sustainability-driven markets. Risk management will evolve with more advanced tools such as real-time assessments, predictive analytics and targeted stress tests to anticipate and respond to emerging risks. We will expand our commitment to financial and economic inclusion, support the protection and restoration of critical natural ecosystems, and sharpen CIMB's capabilities to support our clients in responsible finance across ASEAN.

None of this will be easy, requiring new ways of working, closer partnerships with clients, and a relentless focus on staying adaptable and relevant. But if Forward23+ taught us anything, it is that having a clear plan, focusing on outcome-based execution, taking bold steps and working together with an ecosystem of stakeholders and partners can turn the most ambitious goals into actions that create positive and lasting change.

Tan Sri Mohd Nasir Ahmad
Chairman

Ho Yuet Mee
Chairperson – Group Sustainability and Governance Committee

Novan Amirudin
Group Chief Executive Officer/Executive Director

Purpose in Action: Five Years of Impact

Banking on Value that Lasts

Over the past five years, our journey has been about more than just the numbers. Yes, we have delivered strong returns, surpassed key milestones and cemented our position as one of ASEAN's leading banks. But the real impact of Forward23+ is in the people, businesses and communities we have had the privilege of working with and supporting.

From helping rural populations in the Philippines to access affordable financial services, to backing Malaysia's shift to clean energy, we have worked side by side with clients, partners and local communities to create lasting postive impact. We have made financial services more accessible, supported businesses in adopting more responsible practices and taken steps to protect the environment – because progress isn't just about moving forward, it's about moving forward in the right way.

Forward23+ has made sustainability the core of how we do business. We have scaled up sustainable finance, cut emissions in our own operations and strengthened governance to hold ourselves accountable. While we are proud of how far we have come, we know this is just the beginning.

As we move into our next chapter, we remain focused on creating real, lasting change that makes life better for our customers, communities around us and the world we all share.

Building Financial Resilience for People and Businesses

Progress means little if it does not uplift people and strengthen communities. At CIMB, we are committed to fostering economic inclusion and empowerment so that individuals – especially those from disadvantaged backgrounds – have access to financial services that support long-term financial security. We have expanded financial access to unbanked and underbanked communities, supported home and vehicle ownership for low-income individuals, provided micro-investments and micro-insurance and conducted financial literacy training, helping people take their first steps towards financial resilience.

At the same time, we continue to empower SMEs with financing solutions that drive business growth and help create employment opportunities. Strong governance and risk management remain at the core of our approach, keeping financial products transparent, responsible and accessible, while safeguarding customer data and enabling informed financial decisions. Through these efforts, we are opening more doors to financial security and opportunity, helping individuals and businesses build stronger, more stable futures.

RM33.3 billion
in financing to low-income customers between 2021 to 2024 to support their needs, enhance economic opportunities and improve wellbeing

760,000
microinsurance policies provided via TNG eWallet between 2021 to 2024 enabling low-income customers to obtain protection solutions for themselves and their loved ones

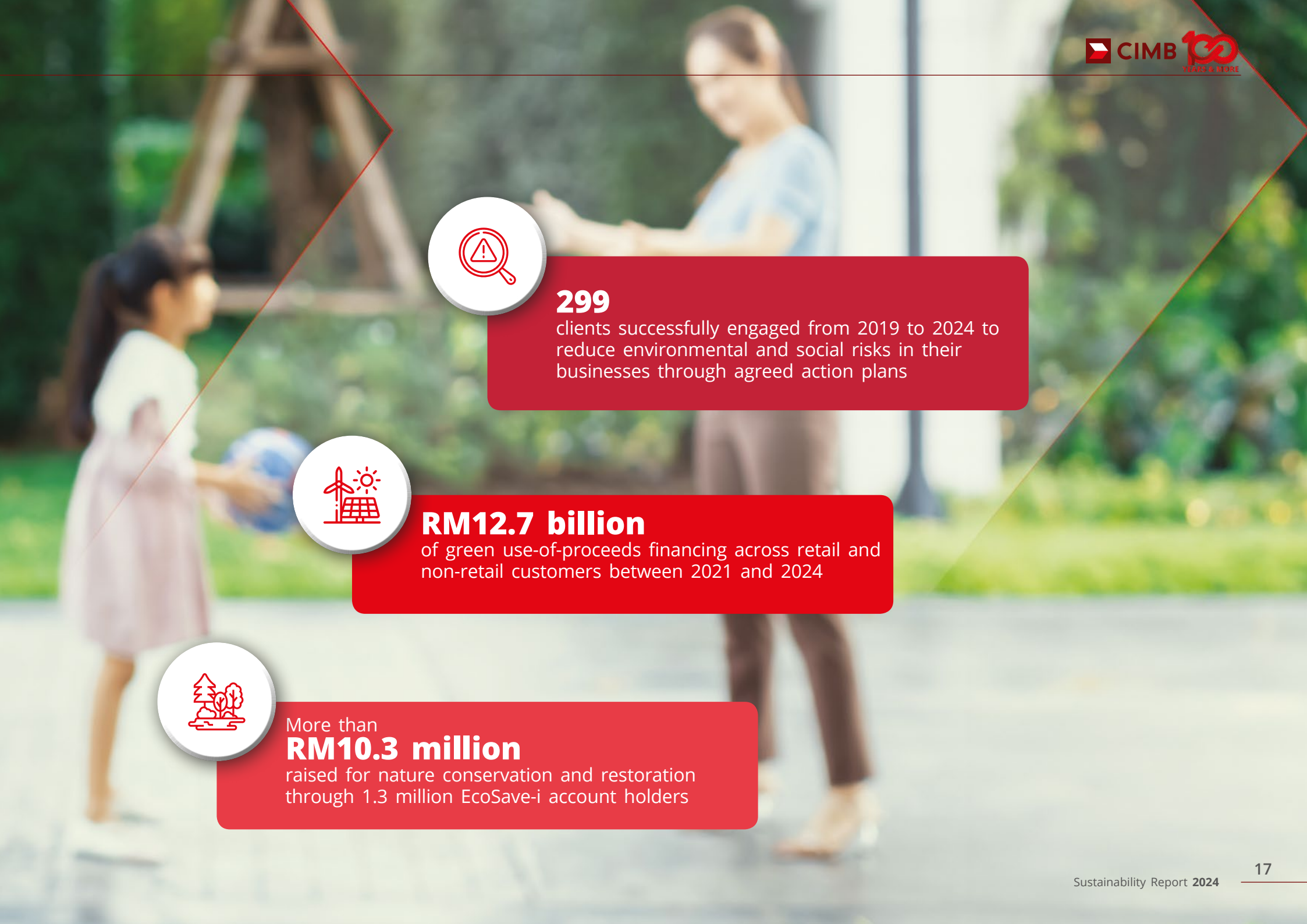
RM17.7 billion
in financing to small and micro enterprises between 2021 and 2024, driving greater economic impact through job creation and business expansion

Catalysing Change for a Healthier Planet

Climate change and destruction of nature are no longer distant challenges – they are reshaping economies, impacting livelihoods and threatening the stability we all rely on. How we act today will define the future.

CIMB is committed to taking action, driving towards net zero for our own Scope 1 and 2 emissions by 2030 and Net Zero across all scopes by 2050. Reducing our own footprint is just one part of the equation; the greater challenge – and opportunity – lies in our financed emissions. We integrate climate and nature-related risks into our financing decisions, back businesses committed to low-carbon and responsible practices, and support conservation initiatives that safeguard ecosystems and biodiversity.

Beyond corporations, we are also helping individual customers transition to a greener and more responsible lifestyle – whether through financing green homes or electric mobility. By directing financial flows toward a future where economies thrive in balance with the environment, we are driving meaningful impact for businesses, communities, and the planet.



299
clients successfully engaged from 2019 to 2024 to reduce environmental and social risks in their businesses through agreed action plans

RM12.7 billion
of green use-of-proceeds financing across retail and non-retail customers between 2021 and 2024

More than
RM10.3 million
raised for nature conservation and restoration through 1.3 million EcoSave-i account holders

Purpose in Action: Five Years of Impact

Supporting People and Communities

Progress is most meaningful when it uplifts people and communities, creating opportunities for those who need them most. At CIMB, we are committed to advancing social equity by supporting underserved individuals and groups in building a better future.

Through our corporate citizenship initiatives, we invest in long-term projects that drive positive change in health, education, and economic empowerment. We are equally committed to protecting human rights and preventing exploitation. Our Human Rights Policy and enhanced grievance mechanism provide a structured way for affected individuals – including workers in client and supplier networks – to raise concerns safely. Our due diligence processes help identify and address risks related to labour rights, discrimination and unethical practices.

Beyond policies, #teamCIMB remains dedicated to giving back, volunteering time and resources to communities in need. Within our own workforce, we continue to reduce inequalities, including achieving a gender pay gap of 1% for employees in the same role at the Group level.

RM124.4 million
disbursed for community investments between 2021 and 2024

Over 625,000 hours
of employee volunteerism between 2021 and 2024

42%
of women in senior leadership across the Group in 2024

2024 Sustainability Highlights

Ranked
#1 globally
AMONGST FINANCIAL INSTITUTIONS in the World Benchmarking Alliance 2025 Financial System Benchmark

Ranked
#2 globally
in **INCLUSIVE FINANCE** in the World Benchmarking Alliance 2025 Financial System Benchmark

Elected
to the **NET ZERO BANKING ALLIANCE** Steering Group

Mobilised over
RM31 billion
in **GREEN, SOCIAL, SUSTAINABLE IMPACT PRODUCTS AND SERVICES**

Provided
RM7 billion
in financing to **LOW-INCOME FAMILIES** across ASEAN

Published our
Statement on Biodiversity and Nature

Published
ESG Simplified Playbook
for SMEs

Launched
JagaDuit,
a **FINANCIAL LITERACY PROGRAMME** for employees of our corporate customers, in partnership with Agensi Kaunseling dan Pengurusan Kredit

Engaged over
28,000 participants across ASEAN
via The Cooler Earth Sustainability Series

First Malaysian bank
to complete **2030 DECARBONISATION TARGET SETTING** for high-emitting sectors, covering 60% of our total financed emissions

Invested
RM28.3 million
and over **216,000 VOLUNTEER HOURS** in local communities

First Malaysian bank
to expand our **HUMAN RIGHTS GRIEVANCE MECHANISM** to allow communities to raise concerns about the actions of our clients or suppliers

AWARDS HIGHLIGHTS

SUSTAINABILITY EXCELLENCE

The Edge ESG Awards
- Gold: Financial Services category

The Star ESG Positive Impact Awards
- Transformation Award

NACRA
- Gold: Excellence Awards (>RM10b market cap)

National Corporate Governance and Sustainability Awards (NACGSA)
- Second: Overall Excellence Awards

Katadata ESG Awards (Indonesia)
- Finance Sector – Bank for Governance Category

The Straits Times (Singapore)
- Singapore Best Customer Service Bank

Asia Corporate Excellence & Sustainability Awards (ACES) (Thailand)
- Sustainability Rising Star Award

The American Chamber of Commerce (AMCHAM) (Thailand)
- Corporate Social Impact Recognition

SUSTAINABLE FINANCE

Alpha Southeast Asia's 18th Annual Best FI Awards
- Best Bond House for Sustainable Finance

The Asset Triple A Awards for Sustainable Finance
- Best Corporate & Institutional Adviser (Domestic), Best M&A, Best M&A Adviser, Best Bond, Best Primary Placement, Best Block Trade, Best Sustainability-Linked Loan, Malaysia
- Best Sustainability-Linked Loan – Manufacturing, Indonesia
- Best Green Loan – Utility, Indonesia
- Best Syndicated Loan, Thailand

The Asset Triple A Islamic Finance Awards
- Best Sustainability Sukuk – SME, Malaysia
- Best Sustainability Sukuk – DFI, Malaysia
- Best Sustainability Sukuk – FI, Malaysia
- Best Sustainability Sukuk – Utilities, Malaysia
- Best Sustainability Sukuk – Services, Malaysia
- Best Asean Green SRI Sukuk – Renewable Energy/Hydro, Malaysia
- Best Green Sukuk, Indonesia

The Asset Triple A Sustainable Infrastructure Awards
- Renewable Energy Deal of the Year – Solar
- Renewable Energy Deal of the Year – Hydro

Global Sustainable Finance Awards (Thailand)
- Best Sustainability-Linked Loan

ABF Wholesale Banking Awards
- Domestic Sustainable Finance Initiative of the Year, Malaysia

ESGBusiness Awards (Indonesia)
- Energy Efficiency Retrofit Programme Award

ABF Retail Banking Awards
- Consumer Banking Initiative of the Year, Malaysia
- Customer Experience Initiative of the Year, Malaysia
- Digital Consumer Banking Initiative of the Year, Malaysia
- SME Financial Inclusion Initiative of the Year, Malaysia and Indonesia
- Service Innovation of the Year, Philippines

The Banker's Award
- Most Innovative Islamic Savings Product

ESGBusiness Award
- Smart City Award

COMMUNITY

The Association of Banks Malaysia 50th Anniversary Celebration
- First Runner-Up: Inclusive Economic Growth – CIMB MicroBizReady Entrepreneurship Programme
- Second Runner-up: Vulnerable or Underserved Communities – Solar Systems for Renewable Energy Programme

WORKPLACE

SEEK People and Purpose Awards
- Employer of the Year
- Top Voted Employer – Banking & Finance
- Best Employee Development Program
- Best DEI Award
- Platinum: Top Employer by Sector – Technology Category, Touch 'n Go Group

Human Resources Online HR Excellence Awards
- Gold: Best HR Team (GLC)
- Gold: Excellence in Graduate Recruitment & Development
- Gold: Excellence in In-House Talent Pipeline Strategy

Graduan Brand Awards
- Top 5 Malaysia's Most Preferred Employer
- 1st Runner Up: Banking

Life at Work Awards
- 1st Runner Up: Promising Young HR
- 1st Runner Up: Talent Sustainability

Retail Banker International Asia Trailblazer Awards
- Best Graduate Employment Programme
- Best Extended Learning and Development Programme

Employee Experience Awards
- Gold: Best Employee Feedback and Listening Strategy
- Gold: Best In-House Learning Academy
- Silver: Best In-House Certification Programmes
- Silver: Best Graduate Training Programme
- Silver: Best ESG Programme

LinkedIn Talent Awards Graduate's Choice Awards
- Top 1%: Graduate's Choice of Employer
- 1st Runner Up: Banking
- 1st Runner Up: Investment Banking
- Best Employer Brand Award, Touch 'n Go Group

HR Asia Awards
- Best Companies to Work for in Asia, Cambodia
- Diversity, Equity & Inclusion Award, Cambodia
- Sustainable Workplace Award, Vietnam

Talentbank Graduate Choice Award
- Champion: Graduates' Choice of Employers to Work for in Fintech, Touch n' Go Group

DIGITAL

Red Hat APAC Innovation Awards
- Digital Transformation Hybrid Cloud Infrastructure

Dynatrace
- Breakout Digital Performer (Application Performance)

The Digital Banker – Global Retail Banking Innovation Awards
- Best Retail Bank, Malaysia
- Best Sustainability Linked Loan 2023, Thailand

Global Retail Banking Innovation Awards
- Best Digital Lending

Alpha Southeast Asia's 18th Annual Best FI Awards
- Best E-Wallet, Malaysia (TNG Digital)

ABF Retail/ Wholesale Banking Awards
- AI & Machine Learning Initiative of the Year, Malaysia
- International Technology & Operations Bank of the Year, Thailand

CIMB's Sustainability Approach

FORWARD23+

SUSTAINABLE ACTION

How we embed responsible practices across our operations to minimise negative impact, such as lowering our carbon footprint, while actively contributing to the development and wellbeing of our employees.

SUSTAINABLE BUSINESS

How we serve our clients through products and services that support them in transitioning to cleaner and more socially inclusive practices and lifestyles, while minimising risk to the environment and communities, and enabling less advantaged customers to access affordable financial services.

CORPORATE CITIZENSHIP

How we reinvest a portion of our time and profits in initiatives that create tangible, long-term benefits for the environment and communities around us.

STAKEHOLDER ENGAGEMENT AND ADVOCACY

How we champion sustainability by engaging stakeholders, building capability, raising awareness and driving participation internally and externally.

GOVERNANCE AND RISK

How we govern and report sustainability risks, including setting clear targets and tolerance levels, and how we organise and mobilise ourselves for the best results.

- SUSTAINABILITY RISK MANAGEMENT FRAMEWORK
- SUSTAINABILITY GOVERNANCE FRAMEWORK
- ENTERPRISE-WIDE RISK MANAGEMENT FRAMEWORK

As our Forward23+ strategy concludes in 2024, we are now developing our sustainability strategy for 2030.

MEASURING OUR PROGRESS

The success of Forward23+ is measured through a set of short-, mid- and long-term targets, the most critical of which are highlighted here. We are pleased to have met or exceeded all near-term goals and remain on track for our longer-term commitments. Full achievement details are available on our Scorecard section on pages 32 to 35.

As we transition into the next phase of our sustainability strategy, we will be refreshing our Headline Commitments to align with evolving priorities and challenges.

HEADLINE COMMITMENTS

Top Quartile on S&P Global Corporate Sustainability Assessment

Climate Change

- Achieve net zero GHG emissions (Scope 1 and 2) in our operations by 2030
- Achieve Net Zero for all Scopes (including financed emissions) by 2050

Social impact

- Provide greater access for economically vulnerable customers[1] to insurance and wealth-building products
- Invest RM150 million in communities from 2021 to 2025
- Contribute 100,000 hours annually in employee volunteer activities to proactively impact lives, communities and micro entrepreneurs

Responsible Banking

- No new financing of greenfield thermal coal mines and coal fired power generation and to exit thermal coal by 2040; No Deforestation, No Peat and No Exploitation commitment required for clients in Palm Oil and Forestry (including Rubber)
- Mobilise RM100 billion of sustainable finance from 2021 to 2024

[1] *Economically vulnerable customers in the bottom 40% of Malaysia's population, in terms of income, for example.*

Stakeholder Engagement

Trust is the foundation of our sustainability efforts, strengthened through ongoing, proactive engagement with our stakeholders. From employees and customers to investors, regulators and communities, we engage regularly to understand their concerns and priorities. Their insights shape our strategies and initiatives, guiding us to address economic, environmental social and governance issues while creating long-term value. By keeping them informed and collaborating closely, we turn their perspectives into meaningful actions that make a real difference.

Customers

Frequency: **Daily**

How We Engage	Key Concerns Raised	How We Responded
• Gather insights through annual and post-interaction surveys • Connect via frontline channels – Relationship Managers, call centres and branches • Provide clear feedback and complaint channels • Recognise customers through appreciation initiatives • Share regular and timely updates via SMS, emails and other channels	• Need for better customer experience • Reliability of digital platforms • Data privacy, cybersecurity and the rising threat of scams • Demand for more attractive sustainable finance options • Easier access to financing • More competitive financing terms	• Simplified processes to enhance customer experience • Improved digital platform stability for better reliability • Strengthened customer education and awareness on scams • Expanded and enhanced sustainable finance offerings • Organised sustainability-focused events to engage and support stakeholders • Increased financing accessibility with tailored solutions

Employees

Frequency: **Weekly**

How We Engage	Key Concerns Raised	How We Responded
• Organise regular forums between senior management and employees, including quarterly Group CEO town halls and monthly departmental meetings with leaders • Conduct organisation-wide employee surveys • Facilitate structured performance reviews and regular check-ins between employees and supervisors • Engage proactively with employee unions • Deliver orientation sessions for new hires at all levels within CIMB Group • Communicate key updates and activities across the organisation through various employee communication channels • Host employee engagement, recognition and appreciation events	• Corporate culture, values and leadership • Employee wellbeing and wellness • Diversity, equity and inclusion • Performance management, compensation and benefits • Talent attraction, growth and retention • Internal processes and technological support • Labour rights, including freedom of association	• Encouraged embedment of EPICC values into employees' daily ways of working, engagements and communications • Fostered a resilient culture through integrated communications, policy enhancements, consequence management and risk management capability development • Enhanced occupational health, safety and wellbeing efforts, focusing on both physical and mental wellness • Upheld equal opportunities, fair treatment, and competitive compensation for all employees through performance management, talent development and hiring frameworks • Introduced annual organisational health and mid-year pulse surveys, implementing action plans to address key improvement areas • Empowered career growth through the Navigate My Career (NMC) platform, as well as learning and talent management programmes, including the CIMB Signature Leadership Programmes • Reviewed and strengthened succession pipelines, to cultivate a diverse and well-prepared leadership team • Simplified and streamlined internal processes to enhance the employee experience as part of our Forward23+ strategic efforts *To learn more about our Employee Engagement efforts, please refer to the Sustainable Action section on page 90 of this report.*

Investors

Frequency: **As requested/Quarterly/Annually**

How We Engage	Key Concerns Raised	How We Responded
• Host quarterly financial results briefings • Participate in investor roadshows and one-on-one engagements • Organise the Annual Sustainability Investor Day • Hold Annual General Meetings • Engage with ESG and credit rating agencies	• Governance, ethics and risk management • Diversity, equity and inclusion • Resilience to physical and transition climate risks • Climate targets, strategies and disclosures • Nature and human rights safeguards • Sustainable finance goals and approaches • Engagement with high-risk clients in sensitive sectors	• Conducted gap analyses to align with IFRS S1 and S2 standards • Published a whitepaper outlining sector-specific decarbonisation pathways towards our Net Zero 2050 target • Set 2030 climate targets for key portfolios such as Thermal Coal Mining, Cement, Power, Palm Oil, Oil & Gas and Real Estate • Currently developing a biodiversity strategy and roadmap • Organised dedicated investor and analyst sessions on sustainability and climate topics • Provided climate, forests and water data to key platforms such as CDP

Regulators

Frequency: **Quarterly**

How We Engage	Key Concerns Raised	How We Responded
• Hold one-on-one meetings with regional regulators • Conduct audits, reviews and share updates on key matters • Join group sessions such as BNM's town halls with financial institution CEOs • Participate in industry initiatives such as the Joint Committee on Climate Change (JC3) and its various sub-committees and initiatives and the Value-Based Intermediation (VBI) Community of Practitioners • Host and participate in business engagements with regulatory bodies, for example via the CEO Action Network • CIMB Islamic actively participates in BNM's jointly funded iTekad programmes • Contribute actively to regulatory forums and discussions	• Growing the sustainable finance ecosystem • Aligning with sustainability guidelines like VBIAF Sectoral Guides • Managing climate risks and biodiversity impacts • Ensuring credible and comprehensive transition planning on climate commitments • Understanding the readiness of companies to meet increasing sustainability disclosures including the National Sustainability Reporting Framework (NSRF) • Promoting economic inclusion and supporting micro-entrepreneurs • Improving access to social finance and capacity building for micro-enterprises and SMEs • Strengthening cybersecurity, privacy and anti-money laundering controls, as well as fraud prevention • Upholding fair conduct and good governance • Enhancing technology and customer experience • Improving risk management and business resilience	• Recommended an increase in Single Counterparty Exposure Limit (SCEL) for energy transition financing • Supported Islamic Social Finance initiatives through the Value-Based Finance (VBF) Workstream • Participated actively in JC3 and its subcommittees, including the CCPT Implementation Group. Co-Chair for JC3 SC1 Transition Risk Working Group and JC3 SC2 on Governance and Disclosures • Led the review of VBIAF Sectoral Guide on Oil and Gas as appointed Project Manager • Contributed to Malaysia's National Baseline Assessment on Business and Human Rights through engagement sessions and interviews with the Legal Affairs Division, Prime Minister's Department • Partnered with regulators to highlight sustainable finance at global events like COP29 • Provided regular updates on climate risk and anti-money laundering measures • Implemented fraud mitigation programmes to meet regulatory requirements • Coordinated engagement sessions between CEO Action Network members and regulators to provide feedback on the NSRF • Provided capacity building and funding for entrepreneurship via CIMB Islamic iTekad programmes

Stakeholder Engagement

Suppliers

Frequency: **Monthly**

How We Engage	Key Concerns Raised	How We Responded
• Regular engagement and communication through procurement processes • Host virtual focus groups for collaboration • Conduct performance evaluations • Participate in seminars and conferences with our vendors and suppliers	• Need for partnerships to support growth • Fair remuneration and payment terms • Compliance with the Vendor Code of Conduct (VCOC) • Seamless and efficient procurement systems • Cybersecurity and data privacy	• Fostered collaboration, such as via exploring sustainable supply chain programmes • Provided a channel to review payment terms • Provided clear VCOC guidelines and timely support • Reviewed procurement system processes to streamline the procurement processes • Engaged constantly with Group IT to address cybersecurity concerns

Community/NGOs/Civil Society

Frequency: **Monthly**

How We Engage	Key Concerns Raised	How We Responded
• Hold one-on-one consultations and meetings • Participate in forums and discussions • Build partnerships with community organisations • Provide donations and sponsorships for key initiatives • Organise employee volunteerism activities • Hold media briefing sessions on key sustainability topics	• Financing sectors impacting climate and nature • Addressing human rights risks • Innovative financing for climate mitigation and adaptation, as well as nature • Mobilising funds more effectively for conservation efforts • Promoting economic inclusion and financial literacy • Supporting community development • Scaling programmes with limited funding	• Consulted with various NGOs in the development of Net Zero sector targets • Raised awareness on human rights risks with employees, clients and suppliers • Expanded funding for conservation projects through EcoSave-i partnerships, and partnered with new conservation groups • Implemented programme monitoring mechanisms to track and improve programme performance • Supported social finance programmes benefiting "AsnafPreneurs" • Broadened financial literacy and awareness programmes for greater reach • Recorded over 216,000 employee volunteer hours in 2024

THE COOLER EARTH SUSTAINABILITY SERIES: A YEAR OF TRANSFORMATIVE ACTION

Since 2019, The Cooler Earth Sustainability Summit has been an important platform for CIMB to engage stakeholders, spark dialogue and drive meaningful action on pressing environmental and social challenges. Originally conceived as an annual event, it has evolved into The Cooler Earth Sustainability Series with a deeper and broader reach, featuring year-round initiatives that bring together industry leaders, subject matter experts, policymakers, businesses, entrepreneurs and communities to take action. Through workshops, webinars, masterclasses, discussions and collaborations, we help our clients and partners move forward on climate action, protect nature and build more inclusive and resilient businesses and communities.

THE COOLER EARTH Sustainability Series

EXTENDING OUR REACH ACROSS ASEAN

In Malaysia, The Cooler Earth sparked action through impactful and targeted events that engaged diverse stakeholders and provided actionable solutions and insights:

- **Fostering Inclusive Workplaces:** Over 1,000 participants joined our Masterclass on Diversity, Equity and Inclusion (DEI) within ASEAN. Led by Emeera Hashim, Chief Impact Officer of IMPACTO, with panelists Ho Yuet Mee (Independent Director, CIMB), Edalyn D. Hadjula-Legarde (People & Culture Director, Dutch Lady Milk Industries Berhad) and Liza Liew Zhun Ying (Manager, Client and Consulting Services, LeadWomen Sdn Bhd), the session debunked common DEI myths, shared practical ways to embed inclusive workplace practices and provided expert insights on fostering diverse and equitable work environments. Aside from the DEI Masterclass, CIMB, as part of the CEO Action Network (CAN), contributed to the development and publication of the CAN DEI Implementation Guide for Malaysia. The Guide serves as a practical resource to help corporate Malaysia adopt DEI practices.
- **Turning ESG Insights Into Action:** From interactive workshops to gamification sessions on Sustainability-Linked Financing (SLF), SME participants at the CIMB GreenBizReady™ event explored practical ways to integrate responsible business practices, with incentives from CIMB. The event introduced the CIMB ESG Simplified Playbook, offering actionable steps and insights to help SMEs meet evolving market demands. Supported by SME Corp. Malaysia, the GreenBizReady™ event brought together 48 SMEs, equipping them with tools to turn their green ambitions into action.

- **Supporting the EV Transition:** At Malaysia's largest auto show, CIMB partnered with EVPower, JuiceUP and Visa to introduce a first-in-market contactless payment solution for EV charging. This solution enables seamless payments via credit or debit card, without needing to register or pre-pay via specific apps. Participants also explored CIMB's enhanced EV financial solutions, including preferential financing, motor insurance discounts and exclusive EVPower membership perks, making EV ownership more accessible and convenient.
- **Championing Green Housing Development:** More than 30 property developers, from industry veterans to emerging players, came together to exchange ideas and explore practical strategies for building greener homes. Participants engaged in discussions on green building certification schemes, financial incentives and sustainable development approaches. Leading developers, including Exsim Development, EcoWorld and Gamuda Land, were recognised for their sustainability efforts.
- **Driving Responsible Business in Johor:** The CIMB Johor Sustainability Conversation 2024 gathered 151 participants, including government agencies, corporates and subject-matter experts, to explore how businesses can navigate environmental challenges while seizing new opportunities. Led by Global Futurist Professor Sohail Inayatullah and industry experts, the event sparked fresh ideas on market trends, future forecasts and cross-sector collaborations. Participants also learned about CIMB's financial solutions tailored to support Johor's journey toward economic resilience and environmental stewardship.
- **Sharing Insights, Sparking Change:** This year, we set out to simplify complex environmental topics by sharing thought leadership articles in The Edge. Pieces like "We Need to Transition to a Low-Carbon Economy" and "Carbon Credits – What Businesses Need to Know," broke down challenging concepts and offered practical guidance to help businesses make informed decisions and take practical first steps in their own operations.

Stakeholder Engagement

In Indonesia, The Cooler Earth Sustainability Series engaged diverse stakeholders to drive awareness and climate action:

- **Engaging the Media:** Journalists and media representatives attended sessions on CIMB Niaga's journey in its climate action efforts and Net Zero commitment.
- **Engaging our Clients:** Business clients, specifically MSMEs, were provided with valuable insights towards adaptation strategies - enabling them to manage their business finances effectively and efficiently while also promoting environmental sustainability into their daily operations.
- **Engaging our Employees:** Internal gatherings and podcasts were held to encourage employees to adopt sustainable lifestyles and highlighted CIMB Niaga's ongoing initiatives.
- **Community and Youth Engagement:** Workshops like "Upcycling Plastics" provided hands-on learning experiences, promoting upcycling and other sustainability practices.
- **Exhibitions and CSR Initiatives:** Events such as the #SekarangUntukMasaDepan Exhibition showcased CIMB Niaga's sustainability milestones, sustainable merchants' products, and community initiatives through interactive displays.
- **Financial Literacy Programmes:** Sessions in Jakarta, Klaten, and Yogyakarta raised awareness among students and scholarship recipients about banking, providing them with essential financial literacy skills.

In Thailand, The Cooler Earth Sustainability Series focused on impactful initiatives designed to tackle sustainability challenges:

- **Love Me, Love My Sea:** On World Environment Day, this experiential initiative gave over 140 participants hands-on experience in coastal conservation, building coral frames and maintaining turtle nursery pools to protect marine life. Participants gained a deeper understanding of marine ecosystems and the importance of biodiversity conservation.
- **Powering the Energy Transition:** This session explored sustainable finance solutions for the Oil & Gas and Power sectors, with a fireside chat featuring a World Bank energy specialist. The event delved into decarbonisation strategies and provided insights into transitioning to cleaner energy sources.
- **Greening the Thai Marketplace – Strategies for Success:** This conference brought together 140 leaders, legal experts and sustainability advocates to dive into the challenges of transitioning to a green economy. Discussions centred on promoting green jobs, creating robust legal frameworks and building sustainable business models. Participants left with practical strategies and new perspectives to drive change within their industries.

KEY OUTCOMES

- Engaged over 28,000 participants across ASEAN via The Cooler Earth Sustainability Series in 2024

Material Matters

In 2024, we embarked on a high-level materiality refresh to evaluate the continued relevance of economic, environment, social and governance (EES & G) topics for CIMB in the current dynamic global banking and economic landscape. We adopted a double materiality approach, assessing both our impacts on the environment and society, as well as how these factors might affect our business.

Our materiality analysis considers interlinkages between various material matters, to enable greater synergies, while avoiding undesirable consequences. Progress in one area should not come at the expense of another, and by addressing issues holistically, we unlock co-benefits across multiple sustainability goals. For example, addressing climate change and nature together reduces overall GHG emissions, while easing the pressure on ecosystems, and minimises habitat and biodiversity loss.

Conversely, a narrow focus on green initiatives without factoring in environmental and social impacts could unintentionally increase deforestation or pollution, and could result in loss of livelihoods of small business owners and individuals. By taking a holistic approach and integrating these factors into decision-making, we can help direct support towards job creation and economic inclusion while aligning with environmental objectives. Taking an interconnected approach leads to more resilient, long-term solutions with systemic impact.

MATERIALITY METHODOLOGY

2020
High-level materiality refresh, extended across the region to include Indonesia, Singapore, Thailand and Cambodia

2022
Major materiality assessment for Malaysia, Indonesia, Singapore, Thailand and Cambodia

2018
Initial materiality assessment conducted for Malaysia

2024
High-level materiality refresh with expanded scope to include Vietnam and the Philippines

We conduct an in-depth materiality assessment every four years, with a midpoint review every two years. In 2024, our materiality refresh exercise expanded to include two new countries – Vietnam and the Philippines. The materiality refresh was conducted in alignment with the latest GRI Sustainability Reporting Standards (GRI Standards) 2021 as follows:

1 Identification

- Identified 22 potential material topics from various sources including our 2022 material topics, global trends and standards such as GRI, TCFD, UNEP-FI PRB, S&P Global CSA and listing exchanges.
- Conducted a high-level scan of our peers' material topics, as well as those of leading global banks.

2 Engagement

- Engaged with approximately 4,500 clients, suppliers and employees across Malaysia, Indonesia, Singapore, Thailand, Cambodia, Vietnam and Philippines through surveys. Our surveys were translated into Thai, Indonesian and Khmer. We also conducted one-on-one engagements with regulators, investors, communities and members of CIMB's leadership team.

3 Prioritisation

- Inputs from stakeholders were prioritised based on their influence and impact, and weighted to reflect the relative significance of our presence in the various countries studied.

4 Validation

- Engaged with management and regional teams to discuss and refine the various material matters.
- The process and final list of material matters were validated and approved by the Group Sustainability Council and the Board as our highest governing body.

Material Matters

CIMB'S MATERIAL MATTERS

GOVERNANCE | ECONOMIC | ENVIRONMENTAL | SOCIAL

Governance and Ethics
- Strengthening our value proposition and ability to serve our customers and deliver returns to shareholders, allocating resources strategically and reinforcing our ability to achieve resilient value creation
- Reinforcing a healthy culture of ethics and integrity, promoting accountability and transparency, and maintaining a workplace free of bribery and corruption

Risk Management and Business Resilience
- Implementing controls to manage CIMB's risk exposure, meet regulatory expectations and mandates, as well as support commercial performance in the long term
- Adapting to emerging trends to maintain business resilience and economic performance

Cybersecurity and Data Privacy
- Safeguarding CIMB's data and systems, as well as customers' data and privacy
- Protecting customers from fraud and scams

Sustainable and Responsible Finance
- Delivering products and services to support people, businesses and activities that create positive impacts on society, from economic, environmental and social perspectives
- Managing risks and potential negative impacts arising from the activities that CIMB finances, including impacts on the environment, society and the economy in general

Economic Inclusion and Financial Literacy
- Providing access to affordable financial services, and improving financial literacy and health especially among disadvantaged communities
- Catalysing economic empowerment for MSMEs through equitable access to financial tools, markets and support systems

Digitalisation and Innovation
- Delivering a seamless digital experience for customers
- Transforming our operations by deploying tools such as data analytics capabilities and artificial intelligence as a data-first organisation

Customer Experience
- Engaging in responsible marketing and fair dealing practices to strengthen customer trust
- Going the extra mile for our customers and delivering excellent customer experience that builds long-term relationships

Climate Change
- Taking action to achieve Net Zero overall GHG emissions by 2050, managing climate-related risks and opportunities, while contributing to national and global climate goals. This includes our operational GHG emissions and our financed emissions

Nature and Biodiversity
- Integrating nature (including waste and water management) and biodiversity considerations into financing and other business decisions

Talent Attraction, Growth and Retention
- Attracting and nurturing the right talent to future-proof the organisation and serve our customers
- Implementing effective mechanisms such as training and succession planning, to develop our employees' careers, as well as retain talent for business continuity, productivity, performance and competitiveness
- Creating a work environment that promotes the physical, mental and emotional health and wellbeing of our employees, encompassing initiatives related to work-life balance, health, safety and professional development

Diversity and Inclusion
- Providing and promoting equal, fair and inclusive opportunities, regardless of gender, age, background, beliefs, ethnicity, skill and different abilities

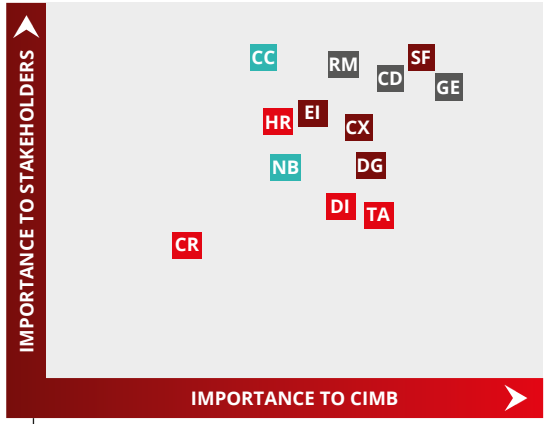
Human Rights and Labour Standards
- Upholding international and local human rights laws and standards, including child rights
- Promoting fair labour practices and fair treatment of employees and communities

Corporate Citizenship
- Supporting regional and national policies to reduce poverty while building sustainable communities
- Implementing corporate citizenship and volunteering initiatives that contribute to environmental, economic and social wellbeing as well as address the needs of stakeholders

MATERIALITY MATRIX

The materiality matrix provides a visual representation of the prioritisation of CIMB's key sustainability issues, highlighting their significance to both our stakeholders and our business operations.

CIMB 2024 REFRESHED MATERIAL MATTERS



- GE Governance and Ethics
- RM Risk Management and Business Resilience
- CD Cybersecurity and Data Privacy
- SF Sustainable and Responsible Finance
- EI Economic Inclusion and Financial Literacy
- DG Digitalisation and Innovation
- CX Customer Experience
- CC Climate Change
- NB Nature and Biodiversity
- TA Talent Attraction, Growth and Retention
- DI Diversity and Inclusion
- HR Human Rights and Labour Standards
- CR Corporate Citizenship

GOVERNANCE	ECONOMIC
ENVIRONMENTAL	SOCIAL

ADDRESSING OUR MATERIAL MATTERS

Our materiality assessment helps us to better understand the impacts, risks and opportunities arising from various topics, allowing us to develop more comprehensive management strategies. Identified material issues which present significant risks are integrated into our Enterprise-Wide Risk Management Framework and overall risk governance structure. On the other hand, opportunities that these material matters may bring are integrated into our business strategies and initiatives. Some examples of our material matters and how we integrate them into our business are laid out below. For a comprehensive view of our approach to all material matters, please refer to the Sustainability Statement section on page 116 to 133 of our Integrated Annual Report.

Material Matter	Opportunities	Risks
Cybersecurity and Data Privacy (mature)	• Build trust with established governance, security and privacy policies and standards • Leverage our existing adoption of globally recognised cybersecurity frameworks such as (NIST, ISO 27001) to enhance resilience against evolving threats • Enhance customer and data protection through fraud and privacy awareness initiatives • Improve fraud detection with advanced risk monitoring	• **Identification:** Through engagement with stakeholders like investors and regulators • **Assessment:** Regular security and impact assessments and risk evaluations • **Prioritisation:** Risks ranked based on severity and business impact • **Risk Response:** Cyber Threat Intelligence continuously monitors threats and risks to complement periodic vulnerability assessments and penetration tests, proactively identifying potential risks to the Bank. Remediation and mitigation controls are applied based on identified threats • **Monitoring:** The 24/7 Security Operations Centre (SOC) monitors events in real time using advanced analytics and machine learning. The Computer Emergency Response Team (CERT) investigates high-severity alerts from the SOC
Climate (maturing)	• Develop strategies to expand climate finance, for example in green buildings, electrification and adaptation solutions • Embed these opportunities within our Green, Social, Sustainable Impact Products and Services (GSSIPS) Framework and business strategies • Drive accountability by linking climate finance performance to key performance indicators (KPIs) and compensation • Scale impact through partnerships in blended finance and carbon credit initiatives	• **Identification:** Engage with investors, regulators and civil society to identify risks • **Assessment:** Conduct risk evaluations such as sectoral-level transition risk assessments and flood risk analyses, to gauge impacts and exposure • **Prioritisation:** Focus on high-carbon industries; assess CIMB's exposure across credit, market and operational risks • **Risk Response:** Manage risks through Net Zero target setting, sector policies in our Sustainable Finance Framework and client transition engagement • **Monitoring:** Track progress, for example via risk appetite dashboards and continuous monitoring, with disclosures aligned with TCFD and IFRS S2
Nature (nascent)	• Support nature conservation through finance solutions and corporate citizenship • Develop innovative financial products that support conservation, such as the EcoSave Savings Account-i which channels the equivalent of 0.2% of total average portfolio balance annually (subject to cap) to conservation projects • Explore new financing mechanisms, such as nature bonds, to fund conservation efforts • Integrate nature conservation into mid-term strategies, leveraging LEAP analysis to assess opportunities and impact	• **Identification:** Engage with investors and civil society to identify risks • **Assessment:** Conduct high level analysis of impacts and dependencies using the Locate, Evaluate, Assess, Prepare (LEAP) approach as guided by the Taskforce for Nature-related Financial Disclosures (TNFD) framework • **Prioritisation:** Conduct high-level nature risk analyses, advancing to sector-specific LEAP assessments for deeper insights • **Risk Response:** Mitigate outbound impacts through sector guides, NDPE policies and biodiversity risk assessments, while financial impact assessments refine our approach • **Monitoring:** Track progress, for example via client action plan completion rates for NDPE policy implementation

Our Scorecard

We actively track our sustainability progress through a robust set of value-creation and risk measures. We are committed to setting clear, measurable targets wherever possible, while also embracing qualitative goals to reflect our broader ambitions, and in more nascent areas. Our scorecard is closely aligned with our Forward23+ strategic plan, our 2019-2024 Sustainability Roadmap, and supports national priorities as well as the relevant UN SDGs. These targets have been carefully considered by our management and board committees overseeing the various sustainability matters at CIMB. In the coming months, we will develop the next phase of our sustainability strategy and refresh our scorecard for 2025 to 2030 as part of this strategic effort.

SUSTAINABLE ACTION

Material Topics:
- Climate Change
- Diversity and Inclusion

Success Measures	2019 Baseline	2024 Performance	2024 Goals and Commitments	Status
Climate Change				
GHG emissions reduction (Scope 1 and 2)	104,254 tonnes CO_2e	Net GHG emissions of 67,110 tonnes CO_2e, reduction of 36% from baseline	33% reduction from 2019 baseline; net zero by 2030	Surpassed
Diversity and Inclusion				
Women in leadership (GCEO-2 level and above, and Key Management employees)	38% women in leadership (2020 baseline)	42% women in leadership	45% women in leadership	Not achieved[1]
Gender pay gap	Overall 1.00 (M) : 1.01 (F); Key Management 1.00 (M) : 1.00 (F) Senior Management 1.00 (M) : 0.97 (F) Middle Management 1.00 (M) : 0.94 (F); Junior Management 1.00 (M) : 1.06 (F); Non-Management 1.00 (M) : 0.99 (F) (2020 baseline, Malaysia only)	Overall: 1.00 (M) : 1.01 (F) Key Management 1.00 (M) : 0.94 (F)[2] Senior Management 1.00 (M) : 0.96 (F)[2] Middle Management: 1.00 (M) : 0.97 (F)[2] Junior Management: 1.00 (M) : 1.05 (F)[2] Non-Management: 1.00 (M) : 1.01 (F)[2] (Malaysia, Indonesia, Singapore, Thailand and Cambodia)[4]	CIMB is committed to reducing the gender pay gap[3]	Ongoing

[1] *CIMB is committed to fair and inclusive leadership progression. With progress from 38% in 2023 to 42% in 2024, we continue investing in training and targeted programmes to build a diverse, future-ready leadership pipeline.*
[2] *This data was assured by KPMG. Read the full Statement of Assurance on pages 161 to 162.*
[3] *Pay ratios are shown as men's base pay: women's pay, with men's pay indexed to 1 and weighted by the total salary of each job category across business units, business enablers and population size, except for Non-Management which is the simple average of women's pay in comparison to men's pay. The data excludes: (1) Country CEOs and GCEO in Key Management, (2) Expatriates and contract staff across all job category and (3) Employees who are the only staff in their respective sub job category. The data excludes iCIMB/Touch n Go entities (Malaysia) and subsidiaries of CIMB Niaga.*
[4] *A detailed country-by-country breakdown on gender pay gap can be found on our Performance Data.*

SUSTAINABLE BUSINESS

Material Topics:
- Customer Experience
- Digitalisation and Innovation
- Sustainable and Responsible Finance
- Economic Inclusion and Financial Literacy
- Climate Change; Nature and Biodiversity

Success Measures	2019 Baseline	2024 Performance	2024 Goals and Commitments	Status
Customer Experience				
Relative Net Promoter Score (NPS) compared to peers	Top 48%	Within 72%	Top 25%	Not Achieved[1]
Digitalisation and Innovation				
Retail Banking Application[2] uptime	99.45%	99.88%	Continued increased uptime	Ongoing
CIMB BizChannel[2] uptime	99.86%	100.00%		
Sustainable and Responsible Finance				
CIMB financing clients with Environmental and Social (E&S) action plans	11 clients with new action plans	75 clients with new action plans	To measure and report progress annually	Ongoing
Clients that implemented E&S action plans	None, as E&S action plans were only due from 2020 onwards	91% of clients successfully completed E&S action plans due in 2024	To measure and report progress annually	Ongoing
Green, Social, Sustainable Impact Products and Services (GSSIPS) mobilised	Not measured	RM117 billion from 2021-2024	RM100 billion mobilised from 2021-2024	Surpassed
Economic Inclusion and Financial Literacy				
Vulnerable[3] customers with wealth-building or protection products[4]	352k customers (2022 baseline)	447k customers[6]	378k customers in 2026	Surpassed
Vulnerable[3] customers with products[4] beyond savings accounts[5]	492k customers (2022 baseline)	585k customers[6]	560k customers in 2026	Surpassed
Climate Change				
Reduction in financed emissions (Scope 3)	16,260 $ktCO_2e$ for nine carbon-intensive sectors, covering 55% of the Group's financing and investment portfolios (2022 Baseline)	18,817 $ktCO_2e$ from nine carbon intensive sectors, covering 54% of the Group's financing and investment portfolios[7]	To measure and report progress annually towards Net Zero by 2050	Ongoing

Sector	Unit	Baseline	2023 Performance[7]	2030 Goals	
Thermal Coal Mining	% portfolio exposure	100 (2021)	52	50	On track
Cement	tCO_2e/tcement	0.72 (2021)	0.72	0.46	Not on track
Power	$kgCO_2e$/MWh	439 (2022)	394	272	On track
Palm Oil	tCO_2e/tCPO	1.81 (2022)	1.85	1.52	On track
Oil & Gas	tCO_2e/MYRMM	694 (2022)	684	583	On track
Real Estate	$kgCO_2e/m^2$	117 (2022)	110	77	On track

1 *The relative Net Promoter Score (NPS) was affected primarily by the decline in Malaysia' ranking performance, where despite maintaining a stable NPS versus 2023, some peers saw uplifts in their own scores. Digital banking remains a key area of focus, and the bank has undertaken significant efforts to refine its digital capabilities and reliability. While these improvements are reflected in the positive feedback from customers, the bank is working to create further differentiation to put us ahead of the industry. To this end, there will be a concerted effort to identify areas of opportunity where we can further add value to the overall customer experience.*
2 *Figures are calculated using the simple average of system percentage uptime availability in Malaysia, Indonesia, Singapore and Thailand excluding scheduled maintenance.*
3 *Economically vulnerable customers in the bottom 40% of the Malaysian population, in terms of income. These customers are accounted only if their income data is not more than 3 years old and they are actively using CIMB.*
4 *The products are offered via CIMB Bank Berhad and CIMB Islamic Bank Berhad.*
5 *Excluding credit cards and personal loans.*
6 *This data was assured by KPMG. Read the full Statement of Assurance on pages 161 to 162.*
7 *Our progress reporting currently reflects a one-year lag due to the time required for data collection, verification and alignment with reporting cycles. Refer to page 135 to 141 of the Metrics and Target sub-section under Governance & Risk for a full breakdown of the Group's sectoral performance.*

Our Scorecard

CORPORATE CITIZENSHIP

Material Topic:
- Corporate Citizenship

Success Measures	2019 Baseline	2024 Performance	2024 Goals and Commitments	Status
Corporate Citizenship				
Community investments disbursed	RM45.8 million[1]	RM124.4 million[2] from 2021-2024	To disburse RM150 million over five years, from 2021-2025	Ongoing
Employee volunteer hours	6,580 hours	216,447 hours	100,000 hours annually in employee volunteerism	Surpassed

[1] *Total approved.*
[2] *Total disbursed. Starting in 2021, we have updated our reporting definitions to align more closely with the impact created.*

STAKEHOLDER ENGAGEMENT AND ADVOCACY

Material Topic:
- Talent Attraction, Growth and Retention

Success Measures	2019 Baseline	2024 Performance	2024 Goals and Commitments	Status
Talent Attraction, Growth and Retention				
Employees trained in sustainability each year	2,268	16,121	To measure and report progress annually	Ongoing

GOVERNANCE AND RISK

Material Topics:
- Governance and Ethics
- Human Rights and Labour Standards

Success Measures	2019 Baseline	2024 Performance	2024 Goals and Commitments	Status
Governance and Ethics				
Material issues supported by policy commitments	9 out of 14 (64%) of material issues supported	13 out of 13 (100%) material issues supported	All material issues supported by policy commitments	Achieved
Female representation on the Board[1]	11%	36%	At least 30%	Surpassed
Human Rights				
Clients that implemented action plans related to human rights	None, as our Human Rights Policy and requirements were established in 2022	95% of clients successfully completed action plans related to human rights due in 2024	75% of clients successfully completing action plans related to human rights due in 2024	Surpassed

[1] *CIMB Group Holdings Berhad.*

HEAR FROM OUR INVESTORS: MANULIFE WEALTH AND ASSET MANAGEMENT

Eric Nietsch
Head of Sustainable Investing, Asia

Manulife Wealth and Asset Management is the global asset management arm of Manulife Financial, serving more than 19 million individuals, institutions, and retirement plan members. Our mission is to make decisions easier and lives better by empowering people today to invest for a better tomorrow.

We believe a better tomorrow requires an equitable transition to a low-carbon world, especially in emerging markets. As a global investment management company with a strong presence in Asia, it has been encouraging to see CIMB's progress and commitment to this goal over the past few years.

In 2021, CIMB set a sustainable finance target for 2024 and led emerging-market banks with sector commitments. In 2022, the Bank completed Human Rights and No Deforestation, No Peat, No Exploitation (NDPE) policies and in the same year was recognised as the top-rated emerging-market and Asia-based bank by the World Benchmarking Alliance (WBA). In 2023, CIMB published additional sector strategies and launched a sustainability-linked financing programme for SMEs. When the 2024 sustainable finance target came due, it had already been surpassed twice and raised to a level more than three times the original. At the same time, CIMB has expanded their focus to encompass human rights, biodiversity and economic inclusion.

In 2025 the WBA ranked CIMB as the top financial institution out of 400, not just in emerging markets but globally.

As investors, we believe it's important to continue to have constructive dialogue with companies like CIMB on their sustainability strategies. In our experience, the team balances leadership and innovation with a receptive and open mind towards further improvement and progress. It has been quite a journey, and we look forward to continuing these discussions through the next set of targets and goals.

Sustainable Business

01

CIMB strives to be a bank that generations can rely on. For us, long-term success means empowering our clients to seize opportunities in a greener economy. We achieve this by partnering with them, providing financing that supports their transition towards being more climate resilient and socially inclusive.

We recognise that challenges such as the rising cost of living, financial fraud and unequal access to financial services disproportionately impact the most vulnerable, particularly low-income families and the elderly. That is why we focus on making financial services more accessible – helping our customers to save, build financial resilience and achieve greater financial security.

RM117 billion mobilised in Green, Social, Sustainable Impact Products and Services from 2021 to 2024

More than RM7 billion mobilised for low-income families across ASEAN in 2024

INSIDE THIS SECTION

38 Sustainable and Responsible Finance: Driving Positive Impacts

47 Economic Inclusion and Financial Literacy

53 Customer Experience

57 Digitalisation and Innovation

61 Cybersecurity and Data Privacy

As a customer-focused bank, we continue to invest in digital innovation and cybersecurity, creating banking experiences that are safer, faster, more reliable and tailored to the needs of the people and businesses we serve. Our actions, from the products and services we design to the values we champion, reflect our commitment to supporting the shift to a low-carbon economy, promoting social equity and contributing to broader financial stability and improved quality of life.

OUR FOCUS AREAS

Positive Impact through Finance

Deliver innovative sustainable finance solutions and advisory services that enable our clients to create positive impacts and reduce harm

Empowerment through Economic Inclusion and Financial Literacy

Provide accessible and affordable banking services, create opportunities for entrepreneurship and economic participation and improve financial literacy among underserved communities

A Culture of Customer Excellence

Develop meaningful, long-term customer relationships through seamless yet personalised experiences

Innovative and Technology-Driven

Leverage technology to improve our processes and better serve our customers

Robust Cybersecurity and Privacy

Safeguard our customers' data and privacy to the highest standards

MATERIAL TOPICS	2024 ACHIEVEMENTS
Sustainable and Responsible Finance	• Exceeded the RM100 billion Green, Social, Sustainable Impact Products and Services (GSSIPS) target set across 2021-2024, with RM117 billion mobilised in sustainable finance • Recognised as the Best Bond House for Sustainable Finance by Alpha Southeast Asia • Became the first bank in Malaysia to enable contactless credit or debit card payments for EV charging, enabling seamless transactions without needing to register or pre-pay via specific apps • Expanded our support for SMEs with CIMB Singapore's SME Sustainability-Linked Financing Programme and the launch of our CIMB ESG Simplified Playbook for SMEs in Malaysia
Economic Inclusion and Financial Literacy	• Ranked #2 globally in Inclusive Finance by the World Benchmarking Alliance 2025 Financial System Benchmark • Enabled an additional 53,000 vulnerable customers in Malaysia to access affordable wealth-building, protection, home and vehicle financing solutions • Reinforced our commitment to economic inclusion by targeting to provide access to affordable financial solutions for an additional one million active low-income customers in Indonesia by 2026 • Launched JagaDuit, our economic inclusion programme for employees of our CIMB@Work clients, partnering with Agensi Kaunseling dan Pengurusan Kredit to equip our clients' employees with financial knowledge and tools • RM5.8 billion of financing accepted by micro and small enterprises in Malaysia, Indonesia and Singapore
Customer Experience	• CIMB Singapore achieved the top position in the market for our annual NPS, while CIMB Thai and CIMB Niaga secured spots in the top five. In Malaysia, we maintained a solid NPS score of +29 but lost our ranking advantage • Strengthened call handling time for non-retail customers with the Business Call Centre Transformation Initiative • Strongest performance for Hygiene/Operational CX indicators, with 94% of core indicators meeting respective targets – an 11-percentage-point improvement from 2023
Digitalisation and Innovation	• Enhanced our payment platforms by modernising the system architecture as part of our multi-year transformation • Improved service reliability, achieving 99.88% uptime for Retail Banking Application and 100.00% for BizChannel • Strengthened system monitoring through intelligent monitoring technologies • Improved customer journey with enhancements to our e-KYC platform
Cybersecurity and Data Privacy	• Enhanced security for mobile apps, cloud and AI with additional cyber security measures • Continued to ensure the privacy of data subjects • No material data or security breach incidents experienced or substantiated in 2024 • Data Protection and Privacy functions under the Group Data Protection Office have been expanded to address evolving governance needs, including the responsible and ethical use of AI

Sustainable Business

SUSTAINABLE AND RESPONSIBLE FINANCE: DRIVING POSITIVE IMPACTS

Our approach to sustainable and responsible finance focuses on helping our clients seize opportunities in the low-carbon economy while minimising negative outcomes. Through our Green, Social, Sustainable Impact Products and Services (GSSIPS) Framework, we provide green, social and sustainable financing to support projects with positive environmental and social impacts. This includes financing for renewable energy, green buildings, social infrastructure and broader business transformation through sustainability-linked instruments. This approach enables us to finance innovation and initiatives that generate long-term value, contributing to a low-carbon and more equitable society.

SUSTAINABLE FINANCE FRAMEWORK

To maximise our positive impact and minimise negative outcomes as a financial institution, CIMB has established internal governance structures, policies and frameworks to manage environmental and social risks in our dealings with clients, partners and other stakeholders. Our Sustainable Finance Framework (SFF) guides the implementation of sustainable and responsible finance within the Group.

GREEN, SOCIAL, SUSTAINABLE IMPACT PRODUCTS AND SERVICES

Our GSSIPS Framework provides internal guidance and a taxonomy for delivering impactful sustainable finance. As a living document, it evolves to incorporate emerging sectors, technologies and financing instruments, supporting our clients' transition to more resilient and low-carbon business models. To enhance classification and reporting practices, we have also developed a set of Guiding Principles that complement the GSSIPS Framework.

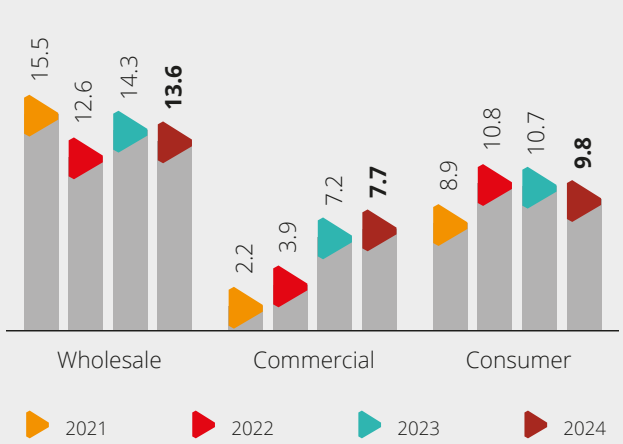
More information on the GSSIPS Framework and Guiding Principles can be found in our SFF.

The sustainable finance landscape across the region is evolving rapidly, with updates to key taxonomies including the ASEAN Taxonomy for Sustainable Finance, Singapore-Asia Taxonomy for Sustainable Finance, Indonesia Taxonomy for Sustainable Finance and Thailand Taxonomy. At the same time, transition finance principles continue to be deliberated by industry stakeholders, although a clear consensus on definitions and scope has yet to emerge. Despite this, transition finance remains critical in enabling hard-to-abate sectors to decarbonise. In response to these developments, CIMB is reviewing our SFF to incorporate these updates and guiding principles, with plans to release an updated framework in 2025.

FROM RM30 BILLION TO OVER RM100 BILLION: ACCELERATING SUSTAINABLE FINANCE

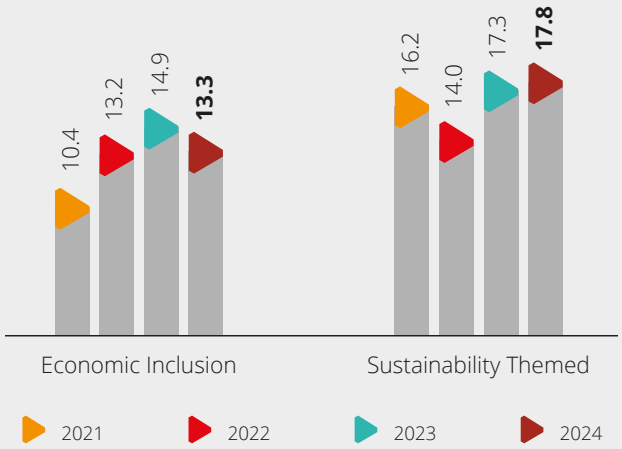
In 2024, we surpassed our sustainable finance target of RM100 billion, a milestone that reflects the strong foundation laid in recent years. Between 2021 and 2024, we mobilised RM117 billion, including RM31.1 billion in 2024 alone. Looking ahead, we are enhancing our sustainable finance strategy to align with and support CIMB's broader ambitions, while moving us closer to achieving our Net Zero ambitions and supporting key initiatives across ASEAN.

GSSIPS Breakdown by Business Unit (RM bil)

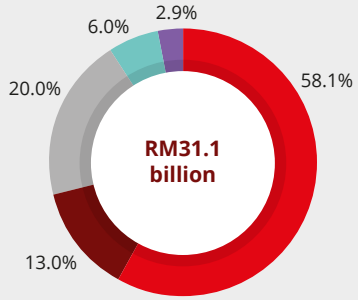


Commercial Banking increase from 2022 to 2023 mainly due to a change in SME data reporting methodology.

GSSIPS Breakdown by Category (RM bil)

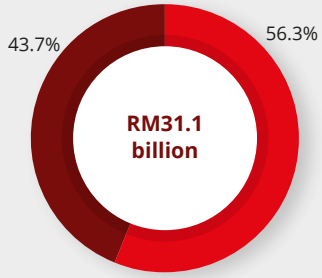


The Economic Inclusion category consists of financing for low-income consumers and micro and small enterprises, while the Sustainability-themed category consists of green, social, sustainable and sustainability-linked instruments, as defined in our GSSIPS and SFF. Sustainability-themed deposits and investment accounts are no longer counted towards the Group's RM100 billion Sustainable Finance target from 2022 onwards as per the Sustainable Finance Classification Guiding Principles.



2024 Group GSSIPS Breakdown by Countries

- Malaysia
- Indonesia
- Singapore
- Thailand
- Others



2024 Group GSSIPS Breakdown by Conventional vs Islamic

- Conventional
- Islamic

CHALLENGES AND WAY FORWARD

While progress has been significant, we recognise the unique challenges Southeast Asia faces on the path to Net Zero. These include the region's reliance on primary industries, the entrenched role of fossil fuels in the energy mix and the fragmented nature of agricultural production, while populations are still growing and poverty alleviation efforts are ongoing. Countries must balance energy security, affordability and environmental concerns, requiring the diversification of the energy mix in the transition.

Emerging headwinds further complicate this transition. Shifts in global sentiment towards environmental, social and governance (ESG) considerations have introduced uncertainty, with potential adjustments in how governments, financial institutions and companies globally approach ESG matters. At the same time, technologies needed to reduce emissions in hard-to-abate sectors remain costly and, for many businesses, commercially unviable.

On the consumer front, the adoption of green technologies, such as electric vehicles (EVs), remains limited due to high price points and lingering concerns about resale value and charging convenience. Nevertheless, we expect the wider selection of EV models across ASEAN markets, government support, coupled with potential changes to fuel subsidies in Malaysia to continue encouraging EV growth.

In this complex landscape, a just transition is imperative to ensure that communities reliant on carbon-intensive activities – such as smallholder farmers and workers employed in fossil fuel industries[1] – are not left behind. Addressing these challenges requires fostering collaboration, scaling sustainable practices, and promoting innovative solutions to drive inclusive and effective climate action.

CIMB takes a structured approach to support the transition to a low-carbon economy. Our priority is to finance the green transition while aligning with national and regional climate goals. We continue to refine our financing frameworks to guide capital allocation toward climate-aligned sectors while considering transition pathways for high-emitting industries. For SMEs, CIMB is enhancing access to financing solutions that support energy efficiency, renewable energy adoption and lower-carbon business models. Recognising that many SMEs face a wide range of barriers in this shift, we are also working to develop sector-specific financing solutions tailored to different needs and complexities.

Beyond financing, CIMB is focused on building the necessary ecosystems to support long-term climate resilience. We are actively forming strategic partnerships, participating in industry collaborations and exploring emerging areas such as carbon markets, biodiversity financing and adaptation funding, sectors that remain nascent in ASEAN but are crucial for long-term environmental and economic stability.

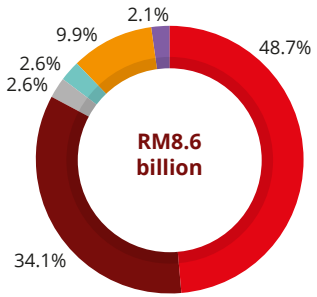
On the retail front, we continue to develop products and initiatives that enable our customers to make responsible financial and lifestyle choices. By embedding climate and social considerations into our business, we aim to make responsible choices more accessible, helping individuals and SMEs integrate them into daily decisions and business operations across the region.

[1] *As Malaysia cuts fossil fuel jobs, how can workers prepare for the energy transition? Eco Business 25 Feb 2025.*

HOW WE SUPPORT BUSINESSES

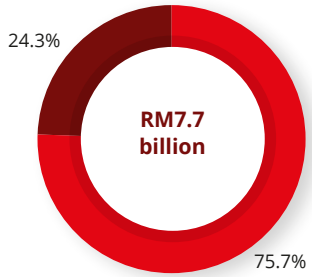
CIMB recognises that businesses, both large and small, play a pivotal role in shaping a more responsible and resilient economy. Through tailored financial solutions and partnerships, we support corporations and SMEs in integrating environmentally forward and socially-responsible practices into their operations and business models.

2024 Financing Committed for Corporate Clients



- Sustainability-Linked Financing
- Green Buildings
- Green Transportation
- Digital Technology, E-Commerce, Internet & Communications
- Sustainable Agriculture
- Others

2024 Financing Committed for Commercial Clients



- Economic Inclusion[1]
- Sustainability-themed[2]

[1] *The economic inclusion category refers to accessible and affordable financing solutions designed for micro and small enterprises.*
[2] *Sustainability-themed category here consists of green, social, sustainable and sustainability-linked instruments.*

Sustainable Business

GREEN, SOCIAL AND SUSTAINABLE FINANCING

In 2024, we mobilised RM6.0 billion of financing for our non-retail clients, where the use of proceeds were directed towards green, social or sustainable categories. Of this, RM4.4 billion was channelled to Corporate clients, and RM1.6 billion to smaller companies. While the use-of-proceeds financing increased by RM1.3 billion compared to 2023, we recognise the urgent need to further ramp up financing especially in green or transition categories. We anticipate that national priority projects, such as those outlined in Malaysia's National Energy Transition Roadmap (NETR), will drive this ramp-up, for example through initiatives like large-scale solar projects.

Additionally, RM5.8 billion in financing was mobilised to micro and small enterprises across the region, facilitating greater economic inclusion and empowerment for smaller businesses and entrepreneurs.

SUPPORTING INCLUSIVE DEVELOPMENT

CIMB Niaga provided working capital to a telecommunications company to expand network coverage in rural areas, helping bridge the digital divide.

Additionally, in Thailand, CIMB financed the procurement and installation of radiotherapy equipment at a public university hospital, improving healthcare access for the population.

SUPPORTING SUSTAINABLE INDUSTRIES THROUGH GREEN FINANCE

CIMB Niaga disbursed green financing to companies involved in sustainable oil palm plantations, forestry products, waste management and recyclable plastics manufacturing.

Meanwhile in Singapore, we have financed solar panel installations as well as companies in the recycling and water treatment sectors.

DRIVING SME DIGITALISATION AND DECARBONISATION VIA SMEBIZREADY

CIMB launched SMEBizReady in March 2024 to empower SMEs to adopt technology, automation and innovative business practices. This comprehensive suite provides tailored financing solutions to support development and adaptability in an increasingly competitive landscape. SMEs can access facilities such as the SME Automation and Digitalisation Facility (ADF), High Tech and Green Facility (HTG), Low Carbon Transition Facility (LCTF) and Agrofood Facility (AF), all offered at preferential rates in partnership with Bank Negara Malaysia (BNM).

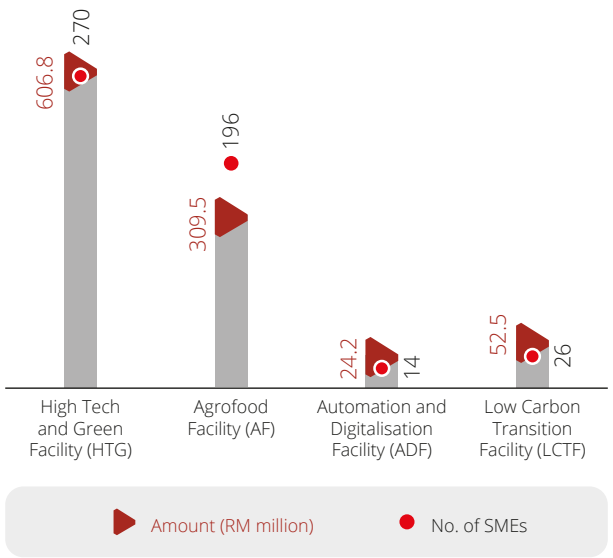
In 2024, CIMB's SMEBizReady has supported 496 Malaysian SMEs through Value-Based Financing (VBF), with total approvals reaching RM992.9 million.

Through these facilities, CIMB provided more SMEs with the essential resources to embrace digitalisation, automation and green technologies. Additionally, we provided funding for SMEs to invest in renewable energy, low-carbon building materials, energy-efficient solutions and circular economy initiatives.

Under SMEBizReady, CIMB has partnered with more than 10 prominent business chambers and associations, including the Federation of Malaysian Manufacturers, Malacca Foundry Engineering & Industrial Association and Malaysia Aquaculture Development Association. These collaborations enhance access to financing and resources for SMEs to adopt Industry 4.0 (IR4.0) practices, expand their operations and integrate digital, high-tech and low-carbon strategies.

Due to our strong commitment to supporting SMEs in adopting IR4.0, CIMB Islamic Bank has been selected as the strategic partner of the Federation of Malaysian Manufacturers for the Mission-Based Project 2.1 under the New Industrial Master Plan 2030. Notably, CIMB Islamic is the only bank chosen for this initiative, which aims to establish 3,000 smart factories across Malaysia.

Breakdown of SMEBizReady Financing in 2024



Additionally, CIMB SMEBizReady is partnering with the Selangor Human Resource Development Centre to pioneer smart manufacturing innovation, leveraging the SME Automation and Digitalisation Playbook as a strategic guide for this groundbreaking initiative.

With strong support from Syarikat Jaminan Pembiayaan Perniagaan (SJPP), CIMB was recognised at the SJPP Majlis Peluncuran Inisiatif Belanjawan 2025. At the event, CIMB received the *Anugerah Prestasi Terbaik 2024 bagi Keseluruhan Skim Jaminan Kerajaan – Kategori Sektor Fokus*. This recognition reaffirms CIMB's commitment to empowering SMEs through strategic financial solutions, particularly via the SMEBizReady Value-Based Financing programme.

WORDS FROM OUR CLIENT – LIM KIM HUAT HOLDINGS SDN. BHD.

A Green Vision for Kulim

I co-founded Lim Kuat Holdings Sdn. Bhd. (LKH), a medical consultancy, and currently serve as the Managing Director of Putra Medical Centre in Alor Setar, where LKH is the main shareholder.

My love for nature has always been a driving force in my life, fostering a deep passion for green living. This passion led me to connect with Dr Shireen Jahn from EAG Consulting Sdn. Bhd., where our discussions about green architecture inspired me to take action. The result is GC Court in my hometown of Kulim, Kedah.

The project was designed to bring a modern retail and lifestyle experience to Kulim while adhering to stringent green building principles. From site clearance to construction, every step followed meticulous planning to minimise environmental impact and comply with MyCrest requirements. My brother, an engineer, oversaw the on-site work, while local contractors gained valuable experience in green building practices.

Dato' Lee Gaik Cheng
Managing Director,
Putra Medical Centre

One of my goals was to showcase the various aspects of green buildings, with considerations from planning, construction, operations and even demolition. We took a comprehensive approach that considers energy efficiency, reduction of carbon from materials, construction and transportation, waste reduction, water efficiency and the wellbeing, health and habits of tenants after construction is completed. I actively raise awareness amongst my stakeholders on integrating green principles into daily life, ensuring sustainability remains a continuous effort.

Securing funding during COVID-19 was one of the toughest challenges I faced. Many banks doubted the project's viability, given the economic climate of the pandemic era. Unlike others, CIMB believed in my vision and worked diligently to assess the project's potential. Their support was instrumental and marks the beginning of what I hope to be a long and fruitful relationship. Today, GC Court stands as Kulim's first 5-star MyCrest-certified building and the only private project to win both the MyCREST Rekabentuk Award and the Anugerah Tertinggi Award simultaneously at QUEST 2024.

SUSTAINABILITY-LINKED FINANCING

Sustainability-linked financing (SLF) structures are financing facilities where the terms, such as profit rates, are linked to the customer's sustainability performance, incentivising progress towards environmental or social goals. CIMB offers these structures to both our Corporate and Commercial clients across financing and treasury products, supporting their low-carbon transitions. In 2024, we mobilised RM6.5 billion of sustainability-linked financing and treasury products across the region.

ADVANCING SUSTAINABLE ISLAMIC FINANCE THROUGH INNOVATIVE SOLUTIONS

As part of its commitment to environmental responsibility and Islamic finance, CIMB Niaga has extended a Rp300 billion SLF to PT Nirvana Wastu Jaya Pratama, based on a Musyarakah Mutanaqisah structure. The SLF will be used to finance The Park Mall Semarang and sets out environmental performance targets, such as reducing energy intensity and achieving green building certification.

PIONEERING SLF FOR NWP PROPERTY

In 2024, CIMB Bank Singapore led a landmark US$135 million syndicated SLF for NWP Property, a leading consumer infrastructure platform in Indonesia. Aligned with NWP's Sustainability-Linked Finance Framework, the SLF incorporates measurable targets to enhance environmental impact of the assets in its portfolio, going beyond certifications to drive broader long-term outcomes.

Sustainable Business

DRIVING SUSTAINABILITY IN HOSPITALITY AND REAL ESTATE

CIMB Bank Berhad's Hong Kong branch extended sustainability-linked loans to Shangri-La Asia Limited and Kerry Properties Limited. Shangri-La Asia secured a five-year bilateral term loan of CNH500 million, with sustainability performance targets (SPTs) focused on reducing energy and carbon intensity, water usage, single-use plastics and employee work injury rates.

Kerry Properties received a five-year facility totalling HKD500 million, comprising a term loan and revolving credit, with SPTs that include maintaining its inclusion in the Hang Seng Corporate Sustainability Index and achieving green building certifications. Both clients are committed to meeting these targets, subject to independent third-party verification, to benefit from sustainability-linked incentives.

MAKING REAL IMPACT FOR MSMES VIA GREENBIZREADY™

Since its inception in February 2021, GreenBizReady™ has empowered over 200 Micro, Small and Medium Enterprises (MSMEs) to embark on their sustainability journey. The programme provides access to essential training, advisory services and connects MSMEs to relevant suppliers and service providers. A key feature of the programme is the RM3 billion SLF initiative, designed to support these businesses in achieving credible GHG reduction targets.

In 2024, we onboarded SME Corporation Malaysia as a GreenBizReady™ associate, enhancing our programme's ecosystem and providing MSMEs with additional practical tools and resources to support their green transition.

We also launched the *CIMB ESG Simplified Playbook for SMEs*, a practical guide to help MSMEs reduce carbon emissions. The playbook provides access to free, user-friendly tools such as carbon emissions calculators and identifies potential cost savings. It also includes resources on sustainability policies, government incentives and sustainable finance options to support their transition.

We note that while overall ESG awareness among SMEs has improved with increasing support across the entire ecosystem, SMEs continue to face challenges in adopting ESG practices and transitioning their business models. CIMB recognises that we need to enhance our efforts in this space to ensure that SMEs have the resources necessary to develop and implement their ESG plans, as well as prepare them to face physical and transition risks.

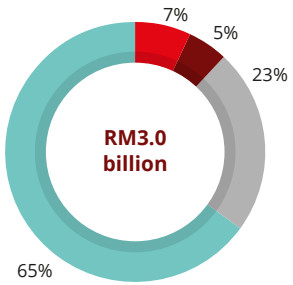
Following the launch of the CIMB ESG Simplified Playbook for SMEs, we had the opportunity to share a copy with Yang Berhormat Nik Nazmi Nik Ahmad, Minister of Natural Resources and Environmental Sustainability.

SIMPLIFYING ACCESS TO SLFS

In 2024, CIMB Singapore launched the SME Sustainability-Linked Financing Programme, simplifying access to sustainability-linked financing for SMEs. Designed to overcome barriers like costs and complexity, the programme offers a fully digital and cost-effective solution, enabling SMEs to establish baseline GHG emissions via ESGpedia, a simple digital platform. With support from ESGpedia and Bureau Veritas, participating SMEs can enjoy profit rate rebates upon achieving predefined sustainability targets, making it easier to align financial growth with environmental and social goals.

SUSTAINABLE BONDS AND SUKUK

CIMB Investment Bank's commitment to sustainable finance continues to gain recognition, exemplified by its recognition as Best Bond House for Sustainable Finance by Alpha Southeast Asia. As a trusted partner in sustainable bonds and sukuk issuances, CIMB plays a pivotal role in supporting clients across the region in accessing the capital market to support their ESG objectives.



2024 Sustainable Bonds and Sukuk Facilitated for Clients

- Green
- Social
- Sustainability-linked
- Sustainable

This excludes the amount credited for the issuance of CIMB Thai's Subordinated Tier 2 Green Notes of ฿2 billion, where proceeds are allocated to various eligible green activities (per CIMB Thai's Sustainability Bond Framework). We have excluded counting this amount again towards our RM100 billion GSSIPS target, since the positive impact is taken into account at the point of extending the green, social or sustainable facilities to our clients.

PIONEERING SUSTAINABILITY-LINKED SUKUK IN THE PLANTATION SECTOR

CIMB served as Joint Lead Arranger, Joint Lead Manager and Bookrunner for Johor Plantations Group's RM1.3 billion sustainability-linked sukuk. This landmark issuance marks the first sustainability-linked sukuk from the plantation sector and the first rated Sustainable and Responsible Investment (SRI)-linked sukuk under Securities Commission Malaysia's (SC) SRI-Linked Sukuk Framework 2024. The sukuk features a profit rate adjustment tied to Johor Plantations' progress on key sustainability targets, including a 50% reduction in carbon intensity (Scope 1 and 2) from its 2012 baseline, 100% traceability of fresh fruit bunch (FFB) suppliers by 2025, and an annual water consumption target of 1.2 cubic metres per tonne of FFB or lower.

FACILITATING BANK RAKYAT'S INAUGURAL SRI SUKUK

CIMB facilitated the issuance of Bank Rakyat's first RM500 million ASEAN Sustainability SRI Sukuk via the bank's funding conduit Imtiaz Sukuk II Berhad. The sukuk funds eligible initiatives under Bank Rakyat's Sustainability Sukuk Framework, which aligns with the ASEAN Green, Social and Sustainability Bond Standards and SC's SRI Sukuk Framework. Recognising its strong impact potential, MARC Ratings Berhad awarded the framework its highest Impact Bond Assessment rating of "Gold".

KEY OUTCOMES

- Mobilised RM6.0 billion of financing for Corporate and Commercial Banking Clients where the use of proceeds was directed towards green, social or sustainable uses
- Facilitated RM3.0 billion of Sustainable Bonds and Sukuk for clients

ADVANCING ECONOMIC INCLUSION THROUGH ISLAMIC FINANCE

CIMB Niaga played a pivotal role in advancing social finance by facilitating the issuance of PT Pegadaian's Rp1.4 trillion Social Sukuk. The sukuk aligns with a dedicated social financing framework, directing proceeds towards impactful projects, particularly those addressing key societal challenges. This include expanding economic inclusion and supporting underserved communities in one of ASEAN's most dynamic markets.

SETTING STANDARDS IN SUSTAINABILITY-LINKED BONDS

CIMB Singapore played a pivotal role in Sabana Industrial REIT's maiden S$100 million Sustainability-Linked Bond issuance, acting as Sole Global Coordinator, Joint Lead Manager, Joint Bookrunner and Joint Sustainability-Linked Bond Structuring Advisor. This issuance is a milestone for sustainable finance, being the first Singapore-dollar-denominated sustainability-linked bond guaranteed by the Credit Guarantee and Investment Facility (CGIF).

Proceeds will finance capital expenditures, such as asset enhancements and property acquisitions, bolstering the REIT's sustainability agenda. By linking financial performance to bold sustainability performance targets, including a 30% reduction in Scope 2 GHG emissions by 2028, the bond underscores how CIMB embeds environmental objectives into financial solutions. This initiative not only diversifies funding for Sabana Industrial REIT but also supports its ambition to become one of Singapore's first carbon-neutral industrial REITs by 2040.

ISSUING OUE LIMITED'S INAUGURAL GREEN NOTES

In October, CIMB Singapore acted as Joint Lead Manager for OUE Limited's inaugural Green Notes issuance totalling S$200 million via its subsidiary OUE Treasury Pte. Ltd. Proceeds from the Green Notes will be used to finance eligible projects under OUE's Green Finance Framework. Additionally, the proceeds are aligned with the green criteria of the Singapore-Asia Taxonomy, International Capital Markets Association Green Bond Principles and ASEAN Green Bond Standards. This issuance attracted strong market confidence with its first tranche of S$150 million being oversubscribed by 1.5 times.

SUPPORTING SUSTAINABLE HOUSING DEVELOPMENT IN THAILAND

In Thailand, CIMB was the Sole Lead Manager for the Government Housing Bank's ฿6 billion Sustainability Bond issuance. Proceeds from the bond will finance the bank's environmental and social projects, including home ownership programmes for low- to middle-income households and promote ownership of energy-efficient housing units.

Sustainable Business

INNOVATING THROUGH COLLABORATIONS

BUILDING ASEAN'S EV ECOSYSTEM WITH GENTARI

In 2024, CIMB signed a Memorandum of Understanding (MoU) with Gentari Green Mobility to promote green mobility and decarbonisation across ASEAN. This collaboration supports EV adoption by offering targeted financing solutions and charging deals to Gentari's customers, as well as SMEs within its value chain. Vendors can access CIMB's SMEBizReady financing for automation and digitalisation, as well as the GreenBizReady™ programme for capacity building and sustainability-linked rebates of up to 0.5%.

During a promotional period, Gentari offered selected CIMB customers 50% off at EV charging stations in Malaysia via the Gentari Go app, illustrating a mutually beneficial collaboration for both parties. Together, we aim to contribute to the national goal of 10,000 public EV charging stations.

COLLABORATING WITH AEON AND BURSA MALAYSIA TO MEASURE AND REDUCE SUPPLY CHAIN EMISSIONS

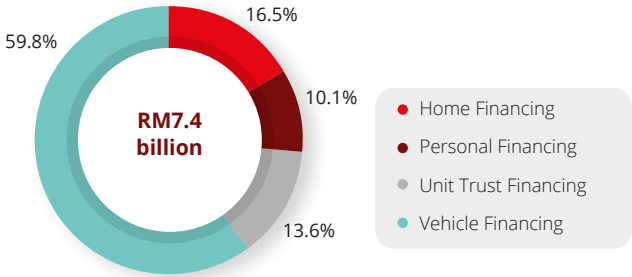
In 2024, AEON launched the #AEONResponsible Suppliers Programme in collaboration with CIMB and Bursa Malaysia, Malaysia's first ESG-focused supplier sustainable finance initiative in the retail sector. This collaboration enables suppliers to utilise Bursa Malaysia's Centralised Sustainability Intelligence (CSI) Solution platform to streamline ESG disclosures, assess carbon emissions across their value chains and enhance sustainability reporting.

As part of the initiative, CIMB provides AEON's suppliers with sustainable finance solutions. Suppliers who meet agreed sustainability targets can access financing rebates, along with other sustainable finance offerings to support the use of green technology, implement sustainable business practices and transition to low-carbon operations. This collaboration reinforces CIMB's commitment to driving ESG adoption and fostering positive change across supply chains.

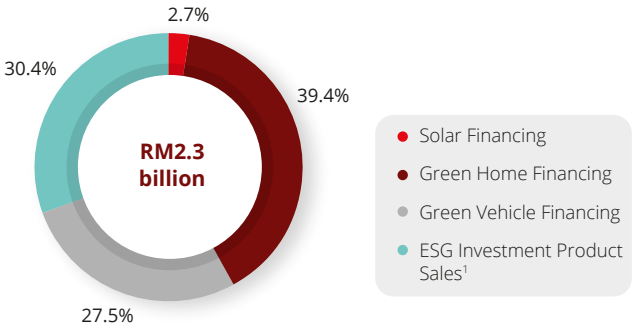
HOW WE SUPPORT INDIVIDUAL CUSTOMERS

While awareness of climate change and environmental challenges is growing, making sustainable choices can still feel overwhelming or out of reach for some, due to perceived higher costs and a lack of immediate benefits. CIMB is committed to making ESG-aligned choices more accessible to individuals by offering targeted solutions, such as financing for EVs, solar installations, and green homes, along with tools and incentives to drive greater adoption of sustainable practices. In total, we achieved RM9.8 billion in consumer GSSIPS in 2024.

Financing for Low-Income Individuals in 2024



Sustainability-themed Finance in 2024



[1] *ESG Investment Products include sales for private banking and consumer banking clients.*

GREEN HOME FINANCING

CIMB continues to champion green living by providing RM912 million in financing to customers who purchase homes certified by the Green Building Index (GBI), Leadership in Energy and Environmental Design (LEED), GreenRE, and BCA Green Mark across the region.

In Malaysia, the Sustainable Living Home Solutions (SLHS) platform remains a cornerstone, offering preferential mortgage rates for green-certified homes. This year, CIMB enhanced our offering with complimentary Group Term Takaful (GTT) when customers purchase Mortgage Reducing Term Assurance/Takaful (MRTA/MRTT) and Mortgage Level Term Assurance (MLTA) products for customers with Green Home Financing.

In Indonesia, CIMB Niaga continued its commitment to green housing through tailored financing initiatives supported by a special pricing programmes and reward boosters that enable homeowners to contribute directly to reforestation efforts.

In Singapore, CIMB launched the Green Private Property Loan campaign, targeted at properties certified with BCA Green Mark GoldPLUS or higher.

SOLAR FINANCING

CIMB is helping homeowners across ASEAN embrace solar energy by making solar PV system financing easier and more affordable. Through our various initiatives in 2024, we achieved a total of RM63 million in solar financing across the Group, a significant increase from RM20 million in 2023.

In Malaysia, we partnered with over 20 solar providers to offer the longest financing tenure in the market – up to 60 months – through credit card 0% instalment plans. We launched a communication campaign to raise awareness among employees and customers about energy savings, government incentives and other benefits of solar adoption.

In Indonesia, CIMB Niaga introduced solar panel financing programmes with added incentives such as cashback and 0% instalment plans. Targeted campaigns expanded customer outreach, encouraging more homeowners to switch to solar energy.

In Cambodia, CIMB introduced an integrated mortgage product, bundling home and solar rooftop financing under one loan account with tenures of up to 25 years. This allows homeowners to power their new homes with renewable energy while reducing energy costs.

GREEN VEHICLE FINANCING

Building on the momentum of 2023, we continued enhancing our sustainable financing solutions for green mobility, supporting both national and regional EV agendas. In 2024, we achieved a total of RM636 million in green vehicle financing.

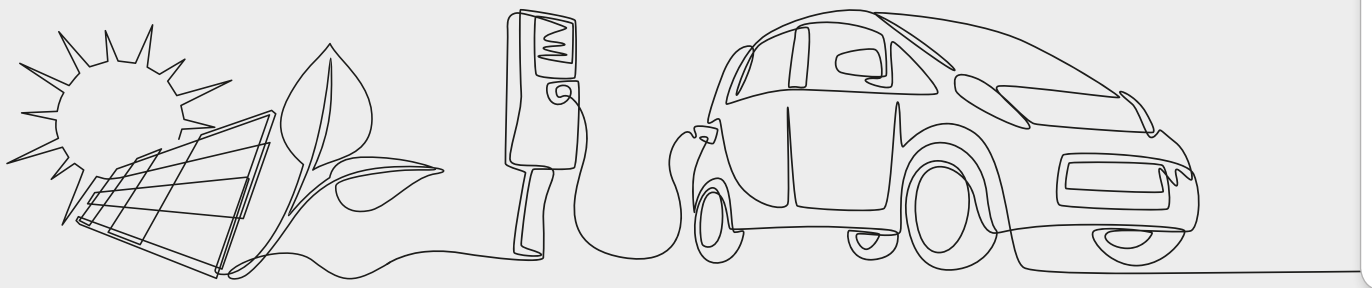
A full value chain approach is essential to drive the acceleration of green mobility adoption across the region. In 2024, we had an active presence in major automotive events in Malaysia and Indonesia, engaging customers on the benefits of EVs and sharing information about green financing solutions and services.

In Malaysia, CIMB partnered with EVPower, JuiceUP and Visa to become the first in the nation to launch contactless EV charging payments using credit or debit cards. This initiative earned the Smart City Award (Malaysia) from ESG Business Awards, recognising CIMB's commitment to innovation and customer convenience.

We further enriched our offerings by providing complimentary TNG RFID Tags and EV+ memberships to support EV owners' travel needs, while offering exclusive discounts on home wall chargers and financing via easy payment plans. During the year, our green financing offerings were also expanded to include e-bikes with exclusive discounts and 24-month 0% credit card instalment plans.

In Indonesia, CIMB Niaga Auto Finance continued its robust support for EV adoption with a special programme offering 0% margin and low down payments for EV and hybrid vehicles.

In Cambodia, CIMB introduced EV financing with a highly competitive rate and a 50% discount on processing fees, making green mobility more accessible to Cambodian customers.



Sustainable Business

ESG INVESTMENT PRODUCTS

CIMB continues to offer ESG-themed investment solutions for Consumer and Private Banking clients. In 2024, we achieved a total of RM705 million in sales of ESG investment products across the Group.

EXPANDING ESG INVESTMENT OPPORTUNITIES AMID EVOLVING CHALLENGES

These opportunities include ESG funds, discretionary mandates and investment-linked insurance, provided in collaboration with partners like Principal Asset Management and Sun Life. In Indonesia and Thailand, we provide our clients with access to government and corporate sustainability bonds, broadening the spectrum of ESG investment opportunities.

In Indonesia, CIMB Niaga launched its first ESG mutual fund, the Batavia Global ESG Shariah Equity USD, in September 2024, alongside a cashback programme for green bond purchases. In Thailand, we introduced Thai ESG funds to offer customers opportunities to align their investments with responsible growth. We also expanded our digitalisation efforts by enabling clients to access these ESG funds via the CIMB Thai App.

The ESG investment landscape continues to evolve, with challenges expected in 2025, including rising anti-ESG sentiments, growing scrutiny over greenwashing and increasing regulatory oversight. CIMB remains committed to guiding our clients towards ESG investments that meet both their financial objectives and impact goals.

SUSTAINABILITY-THEMED DEPOSITS AND DEBIT CARDS

Through sustainability-themed deposit products like our EcoSave Savings Account-i in Malaysia and Waqf initiatives in Indonesia, CIMB enables individuals to contribute meaningfully to environmental conservation and community development while achieving their financial goals.

ECOSAVE SAVINGS ACCOUNT-I

Launched in 2008, the EcoSave Savings Account-i (EcoSave-i) is Malaysia's first green-focused savings account. It enables customers to contribute to environmental conservation simply by saving. CIMB Islamic Bank allocates up to 0.2%* of the total average portfolio balance annually to fund impactful green initiatives. Since its inception, the programme has channelled RM10.3 million into 22 environmental projects.

One of the key highlights of 2024 was the launch of Numi's Crossing, the first langur canopy bridge installed in a residential area in Penang, located in Lembah Permai, Tanjung Bungah. This project, a collaboration with The Habitat Foundation and Langur Project Penang, aims to provide a safe passage for langurs and other wildlife, fostering human-primate coexistence and promoting biodiversity conservation.

* *Subject to maximum amount as stated in the product T&C.*

DEBIT CARD WITH A PURPOSE

CIMB launched our first Visa debit card supporting cerebral palsy awareness in December 2024. A distinctive notch on the card enhances usability for visually impaired customers. Additionally, for every card issued, RM2 will be donated to Gabungan Anak-Anak Palsi Serebrum (GAPS) to support rehabilitation equipment, therapy programmes and educational resources for children with cerebral palsy.

KEY OUTCOMES

- RM1.6 billion in financing for green homes, green vehicles and solar panels to individual customers
- RM0.7 billion in ESG investment products provided to our Consumer and Private Banking clients

ECONOMIC INCLUSION AND FINANCIAL LITERACY

Economic inclusion and financial literacy are fundamental to a thriving society, and financial institutions play a crucial role in both. By offering solutions that lower barriers to banking and providing support through grants and training, banks empower both individuals and SMEs to enhance their economic participation. Equipping our customers with the knowledge to manage their finances effectively also strengthens financial resilience, contributing to long-term stability. This aligns with the expectations of our stakeholders, including regulatory bodies in our key markets.

Our efforts have not gone unnoticed - CIMB was ranked #2 globally in inclusive finance in the World Benchmarking Alliance 2025 Financial System Benchmark. CIMB remains committed to advancing economic inclusion and financial literacy, with our products and services designed to create a meaningful and lasting impact for the communities we serve.

FOSTERING PROGRESS FOR SMES

CIMB is committed to supporting SMEs, especially those led by underserved groups like low-income earners and women entrepreneurs. We focus on providing accessible financing, practical training and opportunities to build skills, helping these small businesses flourish and make positive contributions in their communities.

We have enabled the growth of SMEs across our key markets in 2024, where we have extended RM5.8 million in financing to SMEs across Malaysia, Singapore and Indonesia enabling local SMEs to access crucial funds for expansion and innovation.

KEY OUTCOMES

- Around 5,000 SMEs reached through our programmes in Malaysia and Indonesia
- Over RM5.8 billion of financing provided to SMEs across the region

SME QUICKBIZ

Through SME QuickBiz, CIMB offers zero-collateral working capital financing facilities, easing access to funds for small business owners and helping SMEs address critical cash flow needs. In 2024, this programme impacted close to 2,000 SMEs.

PROGRAM KEUSAHAWANAN CIMB ISLAMIC-TAYLOR'S 6.0

Through this programme, we provided entrepreneurship training, advanced culinary classes at Taylor's Culinary School and equipment grants worth RM5,000 to micro-entrepreneurs from underprivileged communities in Klang Valley to upscale their bakery businesses. In total, 31 micro-entrepreneurs have benefited from this initiative, with a contribution of RM270,275.

CIMB ISLAMIC ITEKAD RIDER ENTREPRENEUR ASNAF COHORT

Through a contribution of RM1.6 million, sourced equally from Bank Negara Malaysia iTEKAD funds and zakat wakalah funds, we supported underprivileged individuals with motorcycle grants, entrepreneurship training and a one-year employment opportunity as FoodPanda riders to help them build a stable source of income. In 2024, the programme expanded to additional states in Malaysia, benefiting a total of 112 individuals.

SME COMMUNITY OUTREACH PROGRAMME

By bridging access to finance, expertise and technology, CIMB supports SMEs as they adapt and thrive in an ever-evolving business environment. In 2024, our SME Community Outreach Programme supported over 1,000 SMEs.

A key driver of the programme's success is CIMB's strong collaboration with government agencies. In 2024, two major events were held in partnership with the Iskandar Regional Development Authority and the Northern Corridor Economic Region, focusing on the manufacturing sector. The programme also engaged the Malaysian Investment Development Authority, Credit Guarantee Corporation Malaysia Berhad, Syarikat Jaminan Pembiayaan Perniagaan, and CIMB Smart Technology Partners, such as Codemax Sdn Bhd, Packaging Sales & Service (M) Sdn Bhd which are specialists in Food & Beverage SaaS solutions and automated packaging equipments, respectively. Through these efforts, over 350 SMEs gained access to tools, resources, and financing support to expand their businesses and grow their exports.

Additionally, through the Mini SME Community Outreach Programme, CIMB engaged over 700 SMEs from various associations listed under the New Industrial Master Plan 2030. The programme emphasised adoption of IR4.0 technologies, digital transformation and sustainability practices to keep SMEs competitive. The associations involved included Malacca Foundry Engineering & Industrial Association, SME Association Klang, Persatuan Industri Komputer Malaysia, Klang Chinese Chamber of Commerce & Industries, Malaysia Technology Development Corporation and Malaysia Aquaculture Development Association.

Sustainable Business

MSME ENGAGEMENT IN NIAGA

CIMB Niaga's Community Link #JadiBerkelanjutan programme, in partnership with BerdayaBareng, launched the Sustainable Economic Empowerment Training Programme in 2022. Since then, this initiative has been supporting MSMEs in financially underserved areas within Eastern Indonesia, with a special focus on women and differently abled individuals.

In 2024, the Bank held a graduation ceremony for selected MSMEs from the second season, providing them with interest-free financing. The event in Manado was attended by the Deputy Mayor and representatives from the Cooperatives & SMEs Office. The third season of training was launched with 272 MSME participants, including 228 women business owners and 10 differently-abled individuals. Of these, 129 were selected for intensive training in late December 2024. Participants also had opportunities to enhance their business networks within the MSME community in three regions, namely Balikpapan, Makassar, and Manado.

In line with CIMB Niaga's commitment to support SMEs in Indonesia, the "Ngobrolin Biznis" (NGOBIZ) event was held in 15 cities including Batam and Banjarmasin. In 2024, NGOBIZ reached over 2,000 customers through 20 events, offering insights into opportunities, challenges, as well as strategies for adapting to the updated tax regulations. We also introduced simple banking solutions, thereby helping customers to manage their business finances more effectively and efficiently. The event was one of many in The Cooler Earth Sustainability Series, aimed at enhancing understanding and helping customers achieve their business goals while integrating environmental sustainability into their daily operations.

STRENGTHENING ECONOMIC INCLUSION COMMITMENTS

Building on our commitment to economic inclusion, CIMB has taken targeted steps to enhance financial access and resilience, particularly for vulnerable communities. In Malaysia, we set ambitious goals in 2023 to address the financial challenges faced by the bottom 40% income earners (B40), who often struggle with limited savings, no insurance coverage, and financial vulnerability. Through a data-driven approach, we introduced accessible solutions, including wealth-building tools, affordable insurance, and financial literacy programmes, to help customers build long-term financial stability. Our achievements against our targets are included in our Scorecard on page 33.

In 2024, we expanded these efforts through strategic partnerships, engaging corporate clients to deliver financial literacy workshops to their employees and launching the JagaDuit microsite to improve digital financial education. Read more about our achievements on page 51.

In line with CIMB's broader vision, CIMB Niaga has also prioritised improving the financial health of vulnerable groups in Indonesia. By 2026, our goal is to onboard another one million active low-income customers in Indonesia, adding to our current total of 2.1 million, ensuring greater access to the financial tools and services that will empower them to build long-term financial resilience. Our efforts are focused on providing solutions that support the financial health of underserved communities, introducing them to affordable savings products, and insurance, and providing them with financial literacy training.

To safeguard the wellbeing of our customers, products that could be misused and potentially harm their financial stability, such as credit cards and personal loans, are excluded from our economic inclusion target.

Looking ahead to 2025, we will continue refining our strategies, exploring new ways to enhance our outreach, and deepening our partnerships to expand the impact of our economic inclusion initiatives.

ADVANCING ECONOMIC INCLUSION

CIMB continues to provide accessible and affordable financing solutions tailored to low-income individuals across the region.

In 2024, CIMB provided a significant amount of affordable financing for underprivileged customers in key markets:

RM6.1 billion	RM0.5 billion	RM0.8 billion

To ensure targeted and effective support, CIMB applies country-specific definitions of low-income groups. In Malaysia, the classification follows the bottom 40% (B40) household income category, defined as those earning RM4,849 or less per month. In Indonesia, low-income individuals are classified as those earning up to Rp8 million per month, while in Thailand, the classification includes individuals earning ฿20,000 or less per month.

TAILORED SOLUTIONS IN MALAYSIA

This year, CIMB launched a campaign to make fixed deposit placements more accessible by lowering the minimum placement amount to RM1,000 from RM5,000 previously. This initiative expands access to secure savings options, enabling more individuals to start building long-term savings with ease and confidence.

In addition, we introduced CIMB Islamic's Daily Unrestricted Investment Account-i (DURIAN-i), a retail investment account designed to offer low-risk investment opportunities with a low entry barrier into CIMB Islamic retail assets such as green vehicles, green home financing or affordable home financing for low-income households. Recognised for its innovation, DURIAN-i received The Banker's award for the Most Innovative Islamic Savings Product.

ENCOURAGING YOUTHS TO SAVE

CIMB Niaga continues to promote economic inclusion through SimPel, a student savings account that encourages young individuals to develop saving habits early.

SimPel offers numerous benefits to young savers, including no monthly administrative fees, access to OCTO Mobile and OCTO Clicks for easy balance monitoring, and a debit card for purchases and cash withdrawals. These features make it easier for students to manage their finances and cultivate disciplined saving habits from an early age.

- Monthly maintenance fee waived
- Complimentary Bank Indonesia Fast Payment (BI FAST) transactions
- View-only access for customers aged 11 and under to safeguard them from potential scams or fraud

KEY OUTCOMES

- Provided RM7.4 billion in affordable financing to vulnerable individuals across CIMB Group
- Disbursed RM1 billion in payroll funds to foreign workers through TNG e-wallet, helping them manage their income and remittances in a safer and more efficient manner

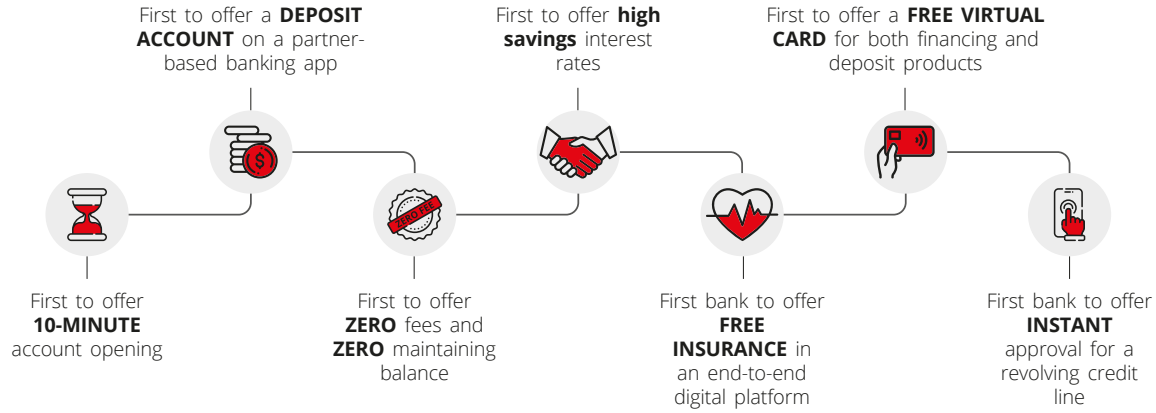
ACCESS FOR THE UNBANKED AND UNDERBANKED

Despite being one of the fastest growing economies in Southeast Asia, the Philippines has a banking penetration rate that is amongst the lowest in the region, at 65%. Since entering the market in 2019, CIMB has been committed to expanding economic inclusion. To date, we have served 8.7 million customers.

This year, we launched CIMB Kababayan, a banking solution designed specifically for overseas Filipino workers, providing them with secure and convenient access to financial services. For the first time, overseas Filipino workers can open a CIMB savings account on the CIMB mobile app in under 10 minutes, enjoy high interest rates of up to 15% with no minimum maintaining balance requirement, pay bills and make free Instapay transfers. The upcoming launch of CIMB Philippines' remittance service will enhance cross-border fund transfers, enabling Filipinos abroad to easily transfer money back to the Philippines via the mobile app.

Our efforts have garnered several awards, including being named the Most Trusted Bank Philippines 2024 by the Global Business & Finance Magazine Awards.

CHANGING THE WAY FILIPINOS BANK



We stay true to our commitment of promoting economic inclusion by encouraging digital payments and transactions with market-leading interest rates for digital savings products and ZERO fees for online transactions.

Sustainable Business

EXPANDING FINANCIAL ACCESS THROUGH DIGITALISATION

CIMB believes in using digital innovation to make financial services accessible to all in Malaysia. Since 2017, we have played a foundational role in establishing TNG Digital (TNGD) as a joint venture between our subsidiary Touch 'n Go and Ant Financial Group, a part of Alibaba. This partnership, supported by Bank Negara Malaysia (BNM), has made the TNG eWallet a key platform for economic inclusion in Malaysia. Guided by the mission to enable people in Malaysia to live, pay and transact safely and conveniently, the platform reached over 22 million verified users in 2024 and continues to grow, helping individuals and businesses manage their finances with greater ease.

LOWERING ENTRY BARRIERS

- GOfinance serves as a financial services hub, providing comprehensive financial solutions with a low-entry barrier. Investments start from RM10, insurance from RM3 and financing from RM100. These offerings encompass insurance, investments, financing and remittance, delivering cost-efficient and user-friendly options to meet diverse financial needs.
- 30% of GOfinance users who obtained financing through CashLoan (formerly known as GOpinjam) had no prior credit history. By offering small-ticket financing, GOfinance provides a stepping stone for individuals new to the credit system, helping them build a financial track record.

IMPROVING FRAUD PROTECTION

- TNGD partnered with Senior Aloud, an organisation serving over 2,000 senior citizens and arranged its first financial literacy webinar, which attracted 150 participants.
- TNGD introduced the Soundbox, a smart device designed to protect against payment fraud through real-time voice notifications for successful transactions. More than 50,000 merchants have adopted Soundbox for real-time fraud protection.

DRIVING FINANCIAL INNOVATION

- Tools like GO+, which encourages savings, and CTOS integration, which helps users monitor their credit scores, make financial management easier for everyday users. As of the end of 2024, GO+ has empowered close to 4 million users to save and grow their funds with ease.

BUILDING TRUST IN OUR PLATFORM

- Funds in the TNGD eWallet are securely held in separate trustee accounts managed by trusted banking partners like CIMB, providing transparency and reassurance. TNGD cannot access these funds for any purpose other than making authorised payments to merchants on behalf of users.
- To enhance user confidence, the eWallet offers a money-back guarantee for unauthorised transactions providing users with peace of mind and building trust in the platform.

GIVING ACCESS TO INVESTMENTS FOR WEALTH-BUILDING

- GOfinance, a comprehensive financial services hub within the TNG eWallet, continues to expand its offerings with the launch of e-Trade in 2024. This new feature provides Malaysians, particularly underserved segments, with affordable and easy access to stock market opportunities, furthering TNG Digital's mission to offer inclusive financial tools. e-Trade is the latest milestone following the 2023 memorandum of collaboration between TNG Digital, Bursa Malaysia and Affin Hwang Investment Bank. By integrating e-Trade into its suite of services, which includes insurance, credit score management and cash flow tracking, GOfinance empowers users to confidently pursue wealth-building goals with comprehensive investment options.
- In 2024, CIMB introduced micro-investment options for selected unit trust funds, allowing individuals to start investing with a minimum amount of RM100. Building on this initiative, we will continue to expand our offerings in 2025, making wealth-building even more accessible to a broader audience.

SERVING MIGRANT WORKERS AND REFUGEES

- By the end of 2024, RM1 billion in payroll funds had been disbursed to foreign workers via the TNGD eWallet, enabling them to better manage their income and send remittances to their families more efficiently.
- In June, TNGD partnered with the United Nations High Commissioner for Refugees (UNHCR) to enhance economic inclusion for refugees and asylum-seekers, providing them with access to critical financial tools and services that address their unique challenges.
- Looking ahead to 2025, TNG Digital is committed to expanding economic inclusion by extending its comprehensive eWallet platform services to underserved communities, including refugees and asylum-seekers. Through strategic collaborations with financial institutions, we aim to introduce tailored solutions addressing the unique financial services required by these underserved communities.

PROMOTING FINANCIAL LITERACY

CIMB supports financial literacy programmes aimed at equipping youth and entrepreneurs from low-income backgrounds with practical financial skills. These programmes empower individuals to take charge of their finances, make informed decisions and avoid common financial pitfalls, providing them with the tools to navigate challenges and build financial resilience over time. Our activities, concentrated in our two largest markets of Malaysia and Indonesia, are laying a strong foundation for refining our approach and delivering meaningful impact as we prepare to expand across ASEAN in the years ahead.

BE$MART: FLAGSHIP FINANCIAL LITERACY PROGRAMME

Launched in 2016, Be$MART is CIMB Foundation's flagship financial literacy programme aimed at empowering Malaysian youth from underserved backgrounds with essential financial knowledge. Delivered through engaging and interactive workshops, the programme equips participants with practical skills in budgeting, saving, investing, debt management, financial protection and fraud awareness.

Reached:
over 21,000 students since inception

Expanded in 2024 to engage around **2,071 students** across **13 locations nationwide**

Be$MART was also replicated in Indonesia as a dedicated financial literacy programme for university students. In 2024, 93 university students participated, gaining practical skills to improve their financial management and decision-making.

BUILDING PRACTICAL FINANCIAL SKILLS FOR EVERYDAY LIFE VIA JAGADUIT

In collaboration with CIMB Foundation, CIMB has partnered with Agensi Kaunseling dan Pengurusan Kredit (AKPK) and seven corporate and commercial clients to deliver a financial literacy programme. This initiative aims to empower employees by equipping them with the knowledge and tools to take charge of their financial wellbeing.

The programme addresses key areas such as personal cash flow management, debt management, financial planning and identifying financial scams. In 2024, we engaged with these clients and reached over 500 of their employees through nationwide financial literacy workshops. We also launched the JagaDuit educational microsite in Bahasa Malaysia, with plans to expand it into more languages to cater to a broader Malaysian audience in the coming year.

To further support employees seeking to enhance their financial management skills, we launched a three-month impact programme for Top Glove employees, providing a structured approach to improving financial literacy, cash management and overall financial balance.

Additionally, we strengthened capacity building for our frontliners by equipping them with financial advisory tools and resources, enabling them to better support customers on their financial literacy and cash management journey.

KEY OUTCOMES

- Empowered over 21,000 students in Malaysia since its inception through our flagship financial literacy programme, Be$MART
- Engaged 9,466 students across Indonesia through our financial literacy initiatives, Tour de Bank and Ayo Menabung dan Berbagi in 2024
- Engaged over 500 employees from CIMB clients through nationwide financial literacy workshops

Sustainable Business

REACHING THE NEXT GENERATION WITH FINCO

Through the Financial Industry Collective Outreach's (FINCO) flagship initiative, Good SENS (Social Enterprise Network for Schools), CIMB Foundation equipped underprivileged primary school students with essential financial skills such as expenditure management, saving and budgeting. The programme blended classroom learning with hands-on experience, where students ran their own social enterprise. This initiative helped them develop leadership, teamwork, and decision-making skills while addressing social and environmental issues. In 2024, CIMB Foundation extended its support to four additional schools, enabling more B40 students to benefit from this programme.

TRAINING THE TEACHERS

In collaboration with the Financial Education Network (FEN) coordinated by FINCO, CIMB supported the Train-the-Trainer initiative aimed at equipping educators with strong financial knowledge for the effective delivery of financial literacy education to students. The programme aims to reach 171 trainers from the Ministry of Education who will then cascade the knowledge to over 10,000 teachers nationwide.

INITIATIVES TO COMBAT FINANCIAL FRAUD AND SCAMS

With financial fraud and scams on the rise, CIMB is committed to protecting our clients and helping them to stay ahead of cyber threats. Building on our efforts to strengthen our banking apps and support the national scam awareness campaign, we expanded our focus in 2024 to include targeted digital literacy initiatives.

In March, TNGD collaborated with Seniors Aloud to engage senior citizens in interactive sessions designed to help them recognise scams, avoid fraud and safely navigate eWallet platforms. To further protect users, TNGD introduced a money-back guarantee policy for unauthorised transactions. This policy applies to all verified accounts that have completed BNM's eKYC process. Users can file a claim with TNGD, which will prompt an investigation. If the transaction is confirmed to have been unauthorised, such as bypassing face verification, a refund will be issued to the affected user.

Looking ahead to 2025, we aim to expand our outreach by delivering hands-on digital literacy programmes for MSMEs in non-urban areas, facilitating broader access to financial safety education and tools.

ENRICHING THE NEXT GENERATION

CIMB Niaga remains steadfast in supporting the Financial Services Authority's (OJK) mission to improve economic inclusion and financial literacy across Indonesia. Since 2011, the Bank has actively engaged students through financial education programmes, reaching 9,466 participants across various cities in 2024. CIMB Niaga strengthened its financial literacy initiatives in 2024 by returning to onsite activities, engaging students and teachers across various cities. Financial management training was also extended to teachers, reaching 79 teachers and 7,241 students across 64 schools. These efforts reflect the Bank's commitment to equipping the next generation with essential financial knowledge.

Highlights include:

- Tour de Bank (TDB), which introduces elementary school students to banking concepts and the benefits of saving
- Let's Save and Share (Ayo Menabung dan Berbagi) which helps middle and high school students grasp the fundamentals of financial planning

CUSTOMER EXPERIENCE

At CIMB, customer experience is a key priority. We strive to meet the evolving needs and aspirations of over 28 million customers by delivering experiences that are relevant, personal and rooted in trust. We do so by anticipating their requirements and providing meaningful and relevant solutions.

Our commitment to customer experience (CX) is built on five guiding principles: Easy, Efficient, Extra Mile, Empathy, and Empowerment. These principles, aligned with our brand proposition and corporate values, reflect our dedication to providing exceptional service and a high standard of care.

CUSTOMER EXPERIENCE GOVERNANCE

Our frontliners play a vital role as the face of our commitment to service excellence. Their actions are guided by four key customer-related policies, each designed to uphold fairness, transparency and respect:

- Group Treating Customers Fairly Policy
- Group Customer Communication Policy
- Group Complaints Handling Policy
- Group Customer Exit Handling Policy

In 2024, these policies were strengthened and updated to align with BNM's Guidelines on Fair Treatment of Financial Consumers.

Looking ahead, we are driving a CX transformation, focused on delivering simpler, better and faster experiences for our customers. This transformation is rooted in and aligned with our purpose of advancing customers and society.

TREATING OUR CUSTOMERS FAIRLY

We deeply value our customers and are dedicated to fostering relationships built on trust. Our six Treating Customers Fairly commitments are central to our processes and guide our actions every step of the way.

Treat Them Fairly
We are committed to ensuring that our customers feel confident that they are dealing with an organisation where fair treatment is central to our culture

Give Suitable Advice
We are committed to ensuring that our customers receive advice on our products and services, that is suitable and considers their circumstances

Be Flexible
We are committed to ensuring that our customers do not face any unnecessary barriers when changing products, switching providers, submitting claims, or making complaints

Give Peace of Mind
We are committed to ensuring that our customers' data and privacy are safeguarded

Be Transparent
We are committed to ensuring that our customers receive clear, relevant and timely information to make informed decisions

Practise Needs-Based Selling
We are committed to ensuring that our products, services and terms are designed and marketed to meet real customer needs, not just sales targets

KEY OUTCOMES

STRENGTHENED COMPLAINTS HANDLING

At CIMB, we are committed to addressing any customer complaints quickly and effectively, striving to resolve issues at the first point of contact whenever possible. Our Group Complaints Handling Policy and Procedure ensures a structured and thorough approach to managing customer feedback. In 2024, we resolved 78% of complaints at the first point of contact, an improvement from approximately 50% in 2023.

To enhance service quality, we continued investing in training programmes like CX Booster and New Hire On-Job training. These initiatives empower our teams to consistently deliver excellent customer experiences. Regionally, we received over 18,500 customer compliments through various channels, reflecting the positive impact of these efforts.

In 2024, we introduced the Business Call Centre (BCC) Transformation initiative, aimed at building the most efficient and effective BCC for our business customers. This programme focuses on delivering best-in-class customer experiences by optimising resources, improving processes and facilitating seamless interactions.

We maintain a zero-tolerance approach to mis-selling, supported by a comprehensive investigation process that supports fair outcomes for both customers and employees. In 2024, the total number of mis-selling allegations received in Malaysia decreased by 16% compared to 2023, indicating improved awareness and adherence to sales guidelines. However, the number of confirmed cases rose to 23, a 64% increase from the previous year. This increase reflects the effectiveness of our strengthened processes, which have enhanced our ability to thoroughly investigate and validate allegations, for greater accountability and fair resolution.

Sustainable Business

MEASURING CUSTOMER EXPERIENCE

Staying attuned to customer feedback is essential for understanding their needs and expectations. By collecting insights from various channels and touchpoints, we gain a deeper understanding of how customers interact with the Bank, allowing us to enhance their experience and build stronger, more meaningful relationships. Social media listening and machine learning-powered automation have become increasingly vital tools for capturing real-time customer sentiments and experiences. These enhanced capabilities enable us to respond more efficiently to customer queries, identify emerging trends and refine our services to better align with customer preferences.

Components in our measurement ecosystem	What we measure	How we measure	How we performed
OPERATIONAL	**Service Level Agreement (SLA) Performance**	A consolidated dashboard of more than 100 vital indicators encompassing fulfilment levels across key channels, products and systems, tracked on a monthly basis to ensure we meet basic customer expectations. Examples include customers' time spent at branches and our call centre, product application turnaround time and digital uptime	94% of our core CX indicators met their respective targets, reflecting an improvement from 83% in 2023. This marks our strongest performance under the Forward23+ roadmap. Additionally, fulfilment across most indicators remained stable throughout the 12-month period across our operations in Malaysia, Indonesia, Singapore and Thailand.
TRANSACTIONAL	**Customer Satisfaction Score**	An in-house platform to track service experience and perform recovery across key physical, voice and digital customer interaction channels, supplemented with ad-hoc research or surveys to facilitate business decision-making	We met CX targets in 14 of the 19 tracked channels. In Indonesia, our complaint handling performance rebounded strongly, exceeding its target, while Malaysia fell short, prompting a sharper focus on improving resolution turnaround time, quality of outcomes and proactive updates. Malaysia's BizChannel performance is set to improve with the ongoing migration to the new OCTOBiz platform.
STRATEGIC	**Net Promoter Score (NPS)**	An annual Group-wide Customer Engagement Survey to gauge where we stand relative to our key competitors from a total banking relationship standpoint	Our combined NPS ranking for general banking across our four core markets is below the industry average. However, Indonesia and Singapore saw improvements, reflecting stronger customer engagement. We are pleased to report that CIMB Singapore achieved the top position in the market for our annual NPS, while CIMB Thai and CIMB Niaga secured spots in the Top 5. While Malaysia's scores remained stable, industry-wide advancements raised the benchmark, impacting relative rankings.

TACKLING FINANCIAL SCAMS

Our Fraud and Scam Management initiative brings together multi-disciplinary teams to strengthen security measures and protect our customers' assets, aligned with Bank Negara Malaysia's fraud countermeasures. The initiative focuses on prevention, education and robust security in combating financial crimes, and provides our customers with timely and accurate information to help them stay vigilant and secure.

In collaboration with The Association of Banks in Malaysia, we are actively promoting the #JanganKenaScam campaign, which raises awareness about financial scams. The objective of this campaign is to better inform the public about common scam tactics and provide tips to avoid falling victim to fraud. By continuously sharing updated fraud prevention information, we empower our customers to protect themselves and reduce the overall incidence of scams in the financial sector.

The following are our safeguards for our internet banking channels to prevent financial scams. While these examples focus on Malaysia, similar safeguards are in place across the region.

Lock Clicks ID
Users can block their digital banking access upon detecting unusual activities, for immediate protection against unauthorised account access

12-Hour Cooling-Off Period
Users will experience a 12-hour waiting period when signing in from a new device or requesting changes to their transaction limit. This added security measure helps verify identity and prevent unauthorised access

Heightened Authentication Process
Biometric authentication and facial recognition are required to verify the identity of account owners when opening new accounts through non-face-to-face methods or for conducting money transfers exceeding a specified limit

Near Real-Time Monitoring System
Accounts that exhibit suspicious activity are immediately secured with a temporary block, allowing users to take action or contact the bank for further verification

Post-Transaction Alters upon Web Login
Customers receive immediate alerts when logging in via the web, allowing for real-time monitoring and quick action if unauthorised access is detected

Single Registered Device
Each CIMB Clicks ID is uniquely paired to a single mobile device, ensuring for a personalised and secure banking experience with every login

Mandatory SecureTAC Approval
Every transaction made through the CIMB Clicks or CIMB OCTO App, including FPX and selected non-monetary transactions, is safeguarded by the SecureTAC approval gateway

Post-Notification for Transactions
Users receive post-notifications for transactions performed via mobile and internet banking

Fraud Awareness Assessment
Customers are encouraged to test their fraud awareness on CIMB Clicks or CIMB OCTO App every six months, helping them stay informed about common scams and security threats

Risk-Based Validation
This tool enhances security against malware or stolen credential by detecting unusual transactions based on a client's typical behaviour. If a transaction deviates significantly, the system triggers additional authentication to prevent unauthorised access

Sustainable Business

EMPOWERING EMPLOYEES TO MAKE A DIFFERENCE

Our employees play a vital role in delivering exceptional customer experiences and upholding CIMB's values. We continue to equip them with the skills and tools to innovate, overcome challenges, and provide outstanding service as we strengthen our position as a customer-first ASEAN bank.

CAPABILITY BUILDING

CIMB nurtures a culture of continuous improvement and customer-centricity among #teamCIMB. In 2024, we introduced several initiatives to enhance capabilities, drive better outcomes and prepare our workforce for the future.

CX Academy

We launched a comprehensive Sales and CX training framework under the CX Academy. The programme includes a buddy system that supports participants throughout the training journey and for six months post-programme. We also introduced cross-country branch visits where employees can gain broader insights into customer engagement across different markets.

CX Maturity Activation Plan

To deepen customer experience awareness and address performance gaps, we rolled out a CX Maturity Activation Plan. This included engagement sessions for departments with lower CX Maturity performance in 2023 and a group-wide CX Maturity survey to track progress. In 2024, our performance in Malaysia improved to 64%, up from 59% in 2023, surpassing our target by 2%.

CIMB BEATS Roadshow and Training

The CIMB BEATS programme reinforces a customer-first mindset through its five-step interaction guide—Build Rapport, Establish Needs, Act on Solutions, Take Responsibility and Keep It Simple. In 2024, it continued through roadshows and training sessions aimed at equipping customer-facing staff with skills to deliver exceptional service. Employees leveraged the BEATS five-step interaction guide to enhance their interactions with customers.

Internal Fraud Awareness

We incorporated internal fraud awareness into our training framework to better equip our employees with the ability to identify and mitigate risks effectively while upholding ethical sales and service practices.

INSPIRING A CULTURE OF EXCELLENCE

Recognising and celebrating our employees' contributions is essential to fostering a motivated and high-performing workforce. In 2024, we introduced initiatives that highlight the exceptional efforts of #teamCIMB, emphasising our commitment to excellence and our core EPICC values of *Enabling Talent, Passion, Integrity and Accountability, Collaboration and Customer Centricity*. These initiatives reinforce a customer-centric mindset, helping our employees feel recognised and motivated to uphold these values.

Regional EPICC Excellence Awards

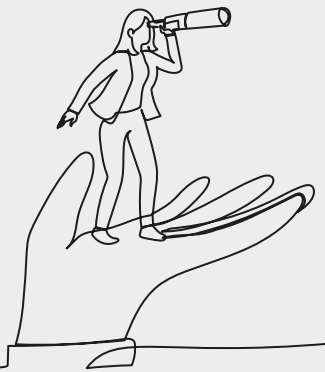
We rolled out a Group-wide Reward and Recognition programme to honour individuals who exemplify our EPICC values in their work. The awards featured three nomination categories: *Safeguarding the Bank, CX Star* and *People Excellence*. These categories celebrate employees who demonstrate outstanding commitment to ensuring customer trust, delivering exceptional customer experiences and fostering a culture of collaboration and integrity.

CX Compliments Campaign

To inspire continued excellence in CIMB's customer experience, we launched a campaign to recognise colleagues who received positive customer feedback. This initiative not only celebrates #teamCIMB's achievements but also reinforces the importance of delivering outstanding CX in every interaction.

KEY OUTCOMES

- Resolved 78% of complaints at the first point of contact, an improvement from approximately 50% in 2023
- An uplift of 66% on number of compliments received from customer in 2024 compared to 2023



DIGITALISATION AND INNOVATION

Strategic investments in digitalisation and technological innovation is central to CIMB's journey to becoming a resilient, customer-centred bank that is ready for the future. Through these innovations, we make it easier and safer for our individual customers and business clients to manage their finances and make data-driven decisions. Strengthening our digital platforms also helps us enhance security, manage risks effectively and fortify our operations – all supporting our role of being a responsible regional bank.

Our ongoing developments in automation, artificial intelligence (AI) and data analytics, are enabling us to operate even more efficiently and adapt to evolving risks while providing stable, secure services.

Digitalisation also plays a significant role in CIMB's ability to reduce our environmental impact, lowering carbon emissions and minimising waste in our operations. Technological innovations that drive cost savings and efficiency further allow us to allocate resources strategically towards activities that benefit our customers and communities.

Through our ongoing commitment to digital transformation and innovation, CIMB aims to be a future-ready bank that helps our customers, communities and the environment move forward together.

KEY OUTCOMES

- Completed 25 major projects under CIMB's Journey Transformation and Digitisation (JTD) programme. These projects helped optimise processes, enhanced customer interactions, and boost efficiency for an overall improved customer experience

GOVERNANCE

HOW WE GOVERN TECHNOLOGY

The Group Technology Division leads our technology governance, with oversight and guidance from the Group Transformation Committee and the Board.

Quarterly
reporting to the Group Operational and Resiliency Risk Committee

Bi-monthly
reporting to the Board Risk and Compliance Committee

Monthly
reporting to the Regional Technology Risk Committee

The security, availability and integrity of our technology and data are critical for our day-to-day operations. At the operational level, Group Technology focuses on delivering governance capabilities such as policy and guideline development, risk control and assurance, quality assurance and audit management, while ensuring compliance with policies and procedures. We adhere to the Financial Services Industry Standards, as well as relevant local regulatory technology policies and procedures in the regions where we operate.

HOW WE GOVERN DATA AND ARTIFICIAL INTELLIGENCE (AI)

The Group Data and AI Division, established in 2024, independently assesses data and AI usage in products, systems and processes guided by the principles of fairness, explainability transparency, reliability and accuracy, as well as, existing security and privacy frameworks.

The Group Data (and AI) Governance Committee will meet at least 10 times annually, with onward reporting to the Group Executive Committee, or escalation to relevant risk committees.

Sustainable Business

INFORMATION TECHNOLOGY: HARNESSING AI, DATA AND AUTOMATION

In 2024, CIMB focused on strengthening its technological resilience and on leveraging AI and data to improve operational effectiveness, proactive monitoring, and cost savings. By investing in advanced technologies like AI, automation, and data-driven insights, we are better positioned to deliver faster, more efficient, and accessible services for customers while supporting financial security.

INTELLIGENT MONITORING: USING PREDICTIVE ANALYSIS TO STAY AHEAD

We enhanced our approach to intelligent monitoring by integrating predictive analysis, allowing us to anticipate threats and resolve issues before they arise. This proactive strategy helps us make quicker, better-informed decisions while reducing downtime and improving service quality for our customers. Our AI monitoring tools trawl through terabytes of data to detect phishing emails, brand abuses and malware threats that could compromise the Bank's applications and systems.

ACCELERATING RPA ADOPTION

CIMB scaled up robotic process automation (RPA) across the bank, improving efficiency, lowering operational expenses and minimising errors. By automating repetitive tasks, we free up resources for more strategic roles and enhance compliance.

UNIFIED PLATFORM FOR APIS

We are moving towards a single unified platform for both internal and external Application Programming Interfaces (APIs) to enable long-term resilience. This platform is designed to accelerate project delivery, automate security and provide resilient operations with built-in reliability and scalability. Ultimately, this enhances cost efficiency while laying a strong foundation for future AI advancements.

MODERNISING OUR CARDS PLATFORM

CIMB has taken a big step forward this year in its multi-year journey to modernise our cards platform, reinforcing our commitment to scalability, high availability, and compliance. This transformation focuses on building a robust architecture that enhances system reliability, minimises downtime, and supports growing transaction volumes to keep up with business demands. By leveraging modern technology, we aim to improve operational resilience, efficiency, and customer experience while enabling faster deployment of new capabilities.

EVOLVING OUR TECHNOLOGY AND PEOPLE

At CIMB, we believe innovation starts with people, and technology is only as powerful as the teams behind it. In 2024, we continued to build on our multi-year transformation programme, focusing on creating a stronger, more adaptable digital foundation that keeps pace with technological advancements. Beyond system upgrades, we invested in equipping #teamCIMB with the right tools, training and opportunities to thrive in a rapidly evolving environment. By encouraging cross-functional collaboration and embedding design thinking into how we solve problems, we create solutions that are not just efficient but closely aligned with our customers' needs, aspirations and positive experiences.

SIMPLER, BETTER AND FASTER

Launched in 2022, CIMB's Journey Transformation and Digitisation (JTD) programme focuses on three key areas: Customer Journeys, Operational Enablement and Employee Experience, harnessing digitisation and innovation to enhance how we serve our customers and empower our employees.

In 2024, we completed 25 major projects under JTD, with 19 more currently in progress. These efforts are designed to streamline processes, enhance customer touchpoints and improve overall efficiency, facilitating a more seamless and responsive banking experience.

KEY OUTCOMES

For customers

- Improved call handling time for the Business Contact Centre
- Enhanced the on-boarding experience for Private Banking customers by standardising processes and guidelines, creating a smoother, more efficient and consistent journey
- Enhanced the SLA for customers requesting audit related letters, enabling faster processing and improved service reliability
- Streamlined the BizChannel customer maintenance request process, making it easier for customers to update their various business details through a simplified digital submission

For employees

- Reduced manual effort and improved accuracy by automating data extraction using Python, minimising errors and streamlining processes
- Enhanced internal workflows with Power Automate, simplifying approval requests, automating notifications, and improving governance through real-time dashboards

EMPLOYEE INNOVATION CAMPAIGNS

We empower our employees to propose, refine and champion ideas that streamline workflows, supporting our goal of making work at CIMB simpler, better and faster. Employees adopt an agile mindset, applying design thinking to reimagine services, challenge assumptions and develop innovative solutions that enhance customer experience, boost productivity and improve operational efficiency while reducing costs.

Automating Funding Notifications for High-Value Foreign Telegraphic Transfers – Group Operations

This innovation automates funding notifications for foreign telegraphic transfers of RM500,000 or more, eliminating manual emails and reducing errors.

Streamlining Enhanced Due Diligence for Politically Exposed Persons – Group Legal and Compliance

This initiative establishes a single platform for managing Enhanced Customer Due Diligence for Politically Exposed Persons. This centralised approach will simplify approvals, reduce errors, improve efficiency, accelerate service turnaround times and strengthen customer engagement. It also facilitates compliance with regulatory requirements, for a more transparent and effective process.

Strengthening Customer Data Accuracy – Group Consumer and Digital Banking

This project focuses on enhancing our customer information database to maintain accurate and verified contact details for all Preferred customers. By strengthening data integrity, we can provide a more personalised and secure banking experience, giving customers the confidence that their information is up-to-date and protected.

Optimising Client Services with Office 365 – Group Commercial and Transaction Banking

The team proposed transitioning the Client Services Manager platform from Adobe Connect to Office 365, aiming to cut subscription costs and improve reliability. The initiative would integrate Microsoft Forms and Teams for training, creating a more seamless and cost-effective experience for both internal and external customers.

Automating Corporate Actions for Accuracy and Efficiency – Private Banking Operations

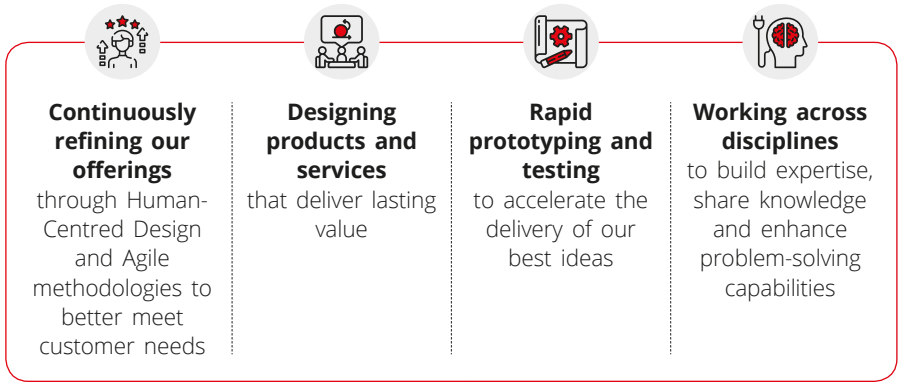
The team suggested replacing the manual corporate actions process with a Python-based automation tool to improve efficiency. The idea aims to eliminate errors, reduce delays, and enhance accuracy, ultimately saving time and minimising complaints.

Speeding Up Mortgage Rate Notifications – Group Consumer and Digital Banking

Instead of sending physical letters for mortgage rate changes, the team proposed an automated SMS notification system. This would cut turnaround time, lower costs, and improve customer experience, with SMS alerts costing just 0.07 Sen per message.

AGILITY IN TRANSFORMING CUSTOMER JOURNEYS

Agility and design thinking remain central to our Transforming Customer Journey (TCJ) efforts. This year, we reinforced our collaborative, cross-functional approach to drive innovation, aligning with our customer-first principles and long-term goals.



Through design thinking, we step into our customers' shoes to understand their needs, challenges and aspirations. This empathetic perspective leads us in crafting thoughtful solutions that turn every success and setback into an opportunity to refine and improve.

Agility and design thinking go beyond improving customer experiences – they are integral to improving efficiency and driving meaningful innovation across CIMB's operations. In 2024, operational teams across Design and Research, Product Management, Technology as well as key business units like Retail Deposits, Investments and Commercial Banking participated in training and workshops. During the year, over 200 employees participated in workshops, professional certification programmes and on-the-job training opportunities – empowering #teamCIMB to better understand and reimagine customer experiences with creativity, precision and purpose.

Sustainable Business

IMPROVING THE CUSTOMER JOURNEY

Customer-centricity remains central to our digital transformation efforts as we strive to provide impactful experiences across all touchpoints. Last year, we introduced the CIMB web-based electronic Know-Your-Customer (e-KYC) platform, enabling a fully digital account opening process for retail deposit customers. This milestone optimised the customer experience, streamlining the onboarding journey and empowering customers to open accounts anytime, anywhere – securely and conveniently.

In 2024, our e-KYC platform was updated to include Durian-i. This innovative product allows customers to invest in retail assets digitally. Customers can now easily select Durian-i via the app, marking another step forward for CIMB in delivering tailored and accessible banking solutions.

Looking ahead, we are working on several transformative projects to further improve digital onboarding and expand our ecosystem:

- **Touch 'n Go Digital (TNGD) SME Financing:** By integrating our in-house SME Financing Tool with TNGD via API, we aim to extend CIMB SME products to TNGD merchants, improving financial accessibility for SMEs
- **e-KYC for SME Financing:** Building on the e-KYC platform, this project introduces business rule qualifications and online verification to fast-track financing applications for SMEs. This enhancement sets the stage for a fully automated process in the future
- **Digital Sales Transformation:** A new multi-channel digital onboarding platform now enables customers to apply for personal loans via the CIMB OCTO App, simplifying the process and further improving accessibility for consumers

OUR DIGITAL PLATFORMS

We are committed to embedding sustainability into our digital transformation strategy to create lasting value for our stakeholders through thoughtful and forward-thinking approaches. Some of the ways we have brought this strategy to life include digitising product journeys, embracing paperless transactions, expanding mobile banking access to underserved populations and continuously improving security to keep our digital platforms safe, reliable and trusted.

CIMB OCTO

In 2024, we successfully migrated over 4 million users in Malaysia to the new CIMB OCTO App with minimal friction. This transition marks a significant milestone in our digital transformation journey, ensuring users benefit from enhanced features and a modernised experience, all while maintaining platform stability and user satisfaction. We consistently delivered key service enhancements as planned, including the introduction of Flexi Payment Plans, eFixed Deposits, Credit Card Controls and streamlined product application processes. These upgrades have improved customer convenience and usability, reinforcing our commitment to providing the best banking experience.

BIZCHANNEL AND OCTO BIZ

CIMB offers digital omni-channel banking platform to its non-retail customers across web, mobile and host-to-host (file based) connectivity solutions. Throughout 2024, we had a 100% uptime, ensuring uninterrupted service for our users.

We continue to invest in enhancing scalability, reliability, and user experience. In 2024, we introduced an improved platform experience to 70,000 existing and new-to-bank customers. This contributed to a 5% increase in overall transactions and a 2% net growth in customers served.

By adopting a modular platform design, we enable seamless deployment across multiple markets while ensuring consistency in features. This approach also supports future enhancements, including paperless onboarding, domestic and cross-border transactions, digital services, and cross-selling opportunities.

KEY OUTCOMES

Service Uptime*
- Retail Banking Application: Achieved 99.88%
- BizChannel: Achieved 100.00%

** Excluding planned downtime, covering Malaysia, Indonesia, Singapore, Thailand and Cambodia*

CYBERSECURITY AND DATA PRIVACY

In today's digital-first world, cybersecurity is essential for protecting customers' financial and personal information and maintaining the trust that underpins banking. Cyber threats go beyond data breaches and financial losses; they destabilise financial systems, erode trust and impact the overall wellbeing of individuals, communities and the economy.

In Southeast Asia, cyberattacks grew by 65% over 18 months[1], with over 9 billion incidents recorded. Attacks on the financial sector account for nearly 20%[2] of all cyber incidents globally.

Data privacy (or data protection) further requires financial institutions, as data controllers/users, to uphold trust by respecting personal rights and handling personal data responsibly. As custodians of customer data and financial assets, CIMB recognises our critical role in addressing these challenges. To protect customers and uphold the integrity of the banking system, CIMB embeds a stringent risk management culture across all operations. We continuously enhance our cybersecurity infrastructure, deploying advanced technologies and collaborating with industry experts to stay ahead of evolving threats.

CYBERSECURITY

Protecting our customers and their data is central to what we do, making robust information security a vital part of our risk management framework. As the digital economy evolves, we continuously strengthen and adapt our cybersecurity measures to stay ahead of emerging threats.

GOVERNANCE AND FRAMEWORK

Cybersecurity is a critical component of our approach to managing technology risks and is an integral part of our Enterprise-wide Risk Management Framework. This framework follows a three-lines-of-defence model to effectively identify and address technology and cybersecurity challenges. Our robust governance approach is anchored on comprehensive policies, as well as oversight from the Board and Senior Management.

More details about our cybersecurity framework are available on our website.

OPERATIONS APPROACH

In Malaysia, CIMB's GT-Tech Shared Services, Info and Cyber Security team conducts regular security assessments, including penetration tests, vulnerability evaluations, patch assessments and risk and impact analyses, all independently verified by external experts. The team also performs regular cyber drill simulations, intelligence-led penetration tests, compromise assessments, red teaming and business continuity exercises. It also delivers security awareness exercises, essential digital security training and tools to support the organisation's daily operations.

Our Security Operations Centre operates 24/7, using advanced analytics-driven Security Information and Event Management (SIEM) technology to continually collect, monitor and analyse high volumes of network and machine data in real time. Our Cyber Threat Intelligence team actively monitors various threat intelligence feeds and sources to identify potential cyber threats. Any cybersecurity risks detected are promptly escalated to the Computer Emergency Response Team (CERT) for investigation.

To enhance the detection of emerging threats, the team uses machine learning-powered solutions to identify new cyber threats. Countermeasures include blocking high-risk connections and pursuing legal action to take down phishing or fraudulent websites.

CIMB has implemented advanced encryption standards, access control measures, segregation of duties, as well as environmental standards, to provide a safe and secure digital experience for all users. Environmental controls and security measures continue to evolve to maintain robust protection across our systems.

Similar cybersecurity measures are implemented across all countries where we operate, tailored to local regulatory requirements and risk landscapes.

IMPROVING CONTROLS AND PROCESSES

CIMB remains ISO27001-certified for security operations, with support from independent assessors, expert testers and security teams to evaluate and strengthen our security governance and project readiness.

Building on progress made in 2023, we enhanced endpoint security investigations by integrating real-time visibility and control with a system that combines vulnerability management and rapid incident response. This system detects potential weaknesses across our networks and devices, enabling swift response to protect the Bank against cyber threats. To further support cybersecurity response and investigation requirements, we also implemented a High-Risk Endpoint Monitoring solution for endpoint surveillance.

[1] *The High Stakes of Innovation: Attack Trends in Financial Services, Akamai, 2023.*
[2] *Rising Cyber Threats Pose Serious Concerns for Financial Stability, International Monetary Fund, April 2024.*

Sustainable Business

In 2024, we introduced advanced measures to further secure customer data stored in our Cloud infrastructure and SaaS applications. These solutions strengthen security by continuously preventing, detecting and responding to emerging cyber threats while addressing configuration and security vulnerabilities through continuous monitoring.

SYSTEM READINESS AND TESTING

Our Group Technology Disaster Recovery Policy reflects CIMB's commitment to maintaining readiness, resilience and continuity in the face of incidents, emergencies or disasters. Aligned with internationally recognised best practices, the policy sets clear standards for IT disaster recovery planning, execution and business continuity across the Group.

Maintaining data integrity and availability remains a key focus of our business continuity and recovery plans. We conduct multiple stress tests annually to maintain preparedness, covering live scenarios, simulations and industry-wide exercises. Critical systems undergo annual testing to comply with regulatory and industry standards, upholding readiness and resilience in the face of potential disruptions.

DRIVING A CULTURE OF PRIVACY AND SECURITY

Our approach to responsible data usage reflects our commitment to fostering a secure and resilient environment, where #teamCIMB and our customers can operate with confidence and trust. By fostering a strong culture of privacy and security, we empower employees to make informed decisions that safeguard sensitive information and uphold the integrity of our financial ecosystem.

Training and Awareness

Our e-learning curriculum covers a broad spectrum of information and technology governance topics, ranging from data management and privacy security to business continuity. Complemented by the Digital and Data Academy, along with external trainers, we focus on developing specific skills and enabling key roles. For more information on our Digital and Data Academy, read our Talent Attraction, Retention and Growth section on page 88.

In countries where data protection laws are enforced, we update and train our Customer Resolution Units to engage and respond to complaints or allegations of possible breaches, enabling timely escalation and resolution.

User Accountability and Responsibility

We prioritise cybersecurity awareness and accountability among our employees. Simulation exercises are conducted regularly to test #teamCIMB's knowledge of security threats, with additional online training provided for those who need improvement.

As hybrid working becomes the norm, we are committed to maintaining the security of confidential systems accessed remotely. Our teams closely monitor system activity and flag irregular behaviour, continuously updating threat scenarios to pre-empt and address potential unauthorised access. To mitigate risks, we have implemented robust end-user controls and foster a culture of awareness that encourages accountability and reduces the likelihood of accidental data exposure. Selected staff activities on specific systems are also monitored for any unusual access patterns to manage internal conduct risks.

Our data protection practices adhere to data minimisation principles and "need-to-know" access. By applying the principle of least privilege, individuals and systems are granted only the access necessary for their roles, limiting exposure to sensitive information and minimising misuse risks.

DATA PRIVACY AND RESPONSIBLE USE OF AI

Protecting customer and stakeholder data is a core responsibility at CIMB, and it is with the utmost diligence. Guided by our Group Data Protection and Management Policies, we uphold consistently high standards in data handling across all operations. These policies are embedded within our robust risk and control framework, reflecting a shared responsibility among employees at all levels. Senior governance forums provide oversight, while dedicated Data Protection Officers monitor compliance, enforce best practices, and adapt policies to align with evolving local laws and regulations.

OUR PRINCIPLES

Operating in a highly regulated and increasingly digital landscape, CIMB is committed to managing data and systems responsibly, ethically and consistently. Our approach reflects our dedication to safeguarding customer and stakeholder trust. Details on our core data privacy principles and practices are available on our website.

KEY OUTCOMES

- Preserving Privacy of Data Subjects
- Handling and processing data in a transparent, explainable, fair and secured manner, with appropriate accountability

RESPONSIBLE AND FAIR USE OF DATA

CIMB's approach is rooted in the ethical, responsible and empathetic use of data, reflecting our respect for individuals whose personal data we collect, process or store. Our Privacy Policy outlines how we manage and protect personal information while responsibly adopting technologies such as cloud computing and AI.

Read more about our policies for respective entities below.

Malaysia	Indonesia	Singapore
Thailand	Philippines	Vietnam

This year, we established the Group Data and AI Division, led by the Chief Data and AI Officer, who reports to the CEO and Board, providing leadership and focus on AI and advanced data analytics. The Data Protection and Privacy functions under the Group Data Protection Office have been further expanded to address evolving governance needs, including the responsible and ethical use of AI. This allows CIMB to be agile and holistic in governing and responding to regulatory changes related to data and emerging technologies.

We have updated our privacy notices and obtained necessary consent, revised the data impact analysis and risk assessments, and integrated privacy controls into new systems and technology deployments.

Additionally, we retain data following legal and regulatory requirements, ensuring it is deleted or rendered unreadable after the required retention period. We continuously monitor customer complaints and potential regulatory data breaches. There were no major or material data or security breach incidents experienced or substantiated in 2023 and 2024[3].

SAFEGUARDING PRIVACY AND CONFIDENTIALITY

At CIMB, trust begins with our unwavering commitment to protecting privacy and maintaining confidentiality across all our operations. Our Data Protection (Privacy) principles are embedded in the design and management of systems, products and services to safeguard stakeholder data. Policies and control measures undergo rigorous independent reviews every two years. This proactive approach strengthens our practices, aligning them with industry standards.

CIMB'S APPROACH TO RESPONSIBLE AI ADOPTION

CIMB is increasingly leveraging Artificial Intelligence (AI) to improve the efficiency of our operations and enhance data-driven decision-making.

Our AI adoption is governed by the Group Technology Risk Management (GTRM) framework, which helps to ensure responsible AI use. The framework includes the Emerging Technology Risk Policy and the AI and Machine Learning (ML) Risk Policy, which outline principles of accountability, transparency, fairness, and accuracy to safeguard corporate and customer data while ensuring compliance with regulatory requirements.

RESPONSIBLE DATA DISCLOSURES AND TRANSFERS

CIMB upholds trust, ethics and fairness as core principles in managing data disclosures and transfers. With the rise of remote digital banking, AI-driven solutions, cloud connectivity and increased data sharing, these principles have never been more critical.

We ensure that data disclosures and transfers to third parties comply with legal and regulatory requirements and are conducted with the necessary consent where applicable. This commitment safeguards stakeholder trust while embracing advancements that enable seamless and secure banking experiences.

For more information on our data governance framework and responsible data management practices, please visit our website.

[3] *Substantial incidents refer to written notices from regulators or similar authorities to CIMB, identifying a breach, complaint, or material issue that CIMB recognises as legitimate.*

Corporate Citizenship

02

RM28.3 million
disbursed in community investments

Over 216,000 hours
of #teamCIMB volunteerism – our highest recorded to date

CIMB is focused on driving long-term socio-economic development and improving lives, particularly for those who need it most. Guided by our Forward23+ strategy, we address immediate needs while driving lasting impact. Our initiatives prioritise the underserved communities closest to us, such as Malaysia's B40 community – the bottom 40% income group – by addressing pressing challenges in education, health and community wellbeing, economic empowerment and environmental protection to improve livelihoods and quality of life.

Central to our efforts is a strong culture of volunteerism. With a goal of achieving 100,000 volunteering hours annually, we encourage our employees to play an active role in making a difference. By directing our efforts towards meaningful change, we aim to support individuals, strengthen communities and contribute to a fairer, more resilient world for generations to come.

INSIDE THIS SECTION

66 Education
67 Economic Empowerment
70 Health and Community Wellbeing
71 Climate and Environment
77 Employee Volunteerism

OUR FOCUS AREAS

Education

Provide access to quality education for underserved and disadvantaged communities

Our goal is to support programmes that enhance educational opportunities for disadvantaged communities and improve access to quality education for underserved students

Economic Empowerment

Drive inclusive socio-economic development and entrepreneurship that benefit all segments of society

Our near-to-mid-term target is to implement effective entrepreneurship development programmes that empower economically vulnerable groups

Health and Community Wellbeing

Provide access to affordable and essential healthcare to safeguard community wellbeing

We provide strategic financial support to strengthen public and community healthcare services, as well as assistance for the differently-abled

Climate and Environment

Raise community awareness of responsible environmental practices

Our environmental programmes focus on supporting organisations engaged in nature and biodiversity conservation

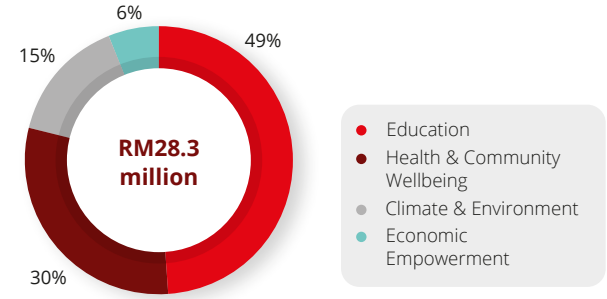
MATERIAL TOPICS	2024 ACHIEVEMENTS
Corporate Citizenship	• Received four awards in recognition of our efforts at The Association of Banks in Malaysia's 50th Anniversary Celebration • Prepositioned 80,000 Hero Meals to support rapid response efforts for flood relief in Malaysia • Empowered 272 participants from micro and small enterprises in Indonesia through the Community Link #JadiBerkelanjutan programme, which offers entrepreneurship training. Additionally, provided interest-free working capital loans to 50 selected MSMEs in eastern Indonesia, focusing on women entrepreneurs and persons with disabilities • Supported coral reef rehabilitation and turtle conservation in Thailand • Raised US$81,000 for a children's hospital in Cambodia, helping to improve healthcare for an estimated 2,000 children • Provided 17,500 meals to schools in Vietnam over two years

UPLIFTING COMMUNITIES ACROSS ASEAN

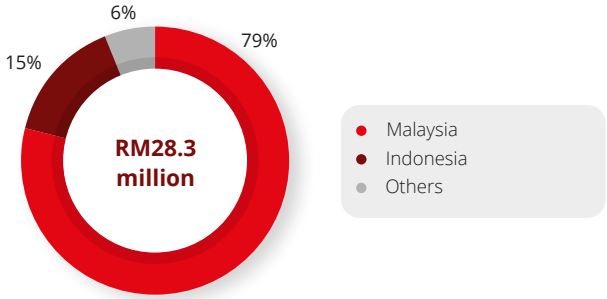
At CIMB, we work to bridge gaps in society, addressing socio-economic challenges and creating opportunities for lasting change where it is needed most. Across the region, our efforts are focused on driving meaningful impact. In Malaysia, CIMB Foundation continues to be the largest contributor in funding support.

In 2024, our initiatives disbursed RM28.3 million across the region and funding for over 100 projects.

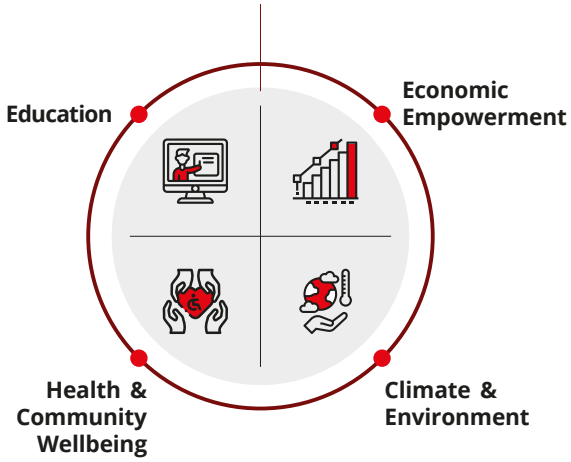
Total by Pillar



Total by Country



FOUR PRIORITY AREAS OF IMPACT



Corporate Citizenship

EDUCATION

In 2024, CIMB continued to support students and youth from economically challenged backgrounds in accessing quality education and meaningful learning experiences. Programmes such as Be$MART, our flagship financial literacy programme, JagaDuit, FINCO Good SENS 2024, the Financial Literacy Programme for Secondary School Students, and the Train-the-Trainer Programme, along with the CIMB ASEAN Scholarship and Back to School initiative, equipped students with practical skills and knowledge, empowering them to aim high and create new opportunities for themselves and their families.

This year, we introduced new initiatives, including digital literacy workshops and mentorship programmes, to better prepare students for the evolving demands of the digital workplace. We also strengthened partnerships with educators and community groups to keep our efforts relevant and responsive, expanding the reach and impact of our programmes.

NURTURING FUTURE LEADERS

Across the region, the CIMB ASEAN Scholarship provides outstanding students from economically disadvantaged backgrounds with access to top-tier tertiary education at leading institutions. This prestigious scholarship supports academic excellence while identifying individuals with the drive, vision and leadership potential to contribute meaningfully to their communities and beyond. Since 2016, the programme has disbursed RM76 million, benefiting 133 scholars across the region.

CIMB Foundation remains a proud partner of the Chevening Scholarship Programme, which develops Malaysia's postgraduate talent pool. For the 2024-25 academic year, we are co-funding four Chevening scholars as they pursue advanced studies in the United Kingdom.

We have also expanded the programme's reach, providing more opportunities to students in Indonesia and Cambodia. In Indonesia, CIMB Niaga awarded scholarships to 50 students from 23 public and private universities. Beyond covering tuition fees and equipment, recipients received soft skills training, including financial literacy and public speaking skills. Scholarship recipients also participated in volunteer initiatives in eastern Indonesia, engaging in teaching, tree planting at schools, supporting marginalised groups, distributing essential items to low-income families and organising beach clean-ups – activities that reflect CIMB Niaga's commitment to community impact.

In Cambodia, the Bank awarded seven scholarships to support local degrees at CamEd Business School – one of the country's top institutions – and for international degrees in Australia.

DELIVERING QUALITY EDUCATION WITH TEACH FOR MALAYSIA

Building on the success of our collaboration with Teach For Malaysia (TFM), CIMB Foundation continues to deliver transformative educational experiences and empower communities for lasting change. Now in its fourth year, this partnership has impacted over 2,000 students, addressing critical gaps in education for underserved communities. In 2024, our collaboration with TFM expanded to include two key initiatives:

1. **TFM Fellowship for Novice Teachers**
   This three-year leadership development programme aims to equip 65 early-career teachers with the skills and confidence to inspire students in high-need government schools. In 2024, 18 teachers participated in the programme. Supporting the Ministry of Education's priority to enhance teaching quality, the initiative focuses on rural areas in Perak and Selangor and has the potential to benefit over 39,000 students by 2025.

2. **Programme Komuniti Perkasa**
   This programme empowers students and community leaders from four public housing communities, focusing on cultivating leadership skills and resilience. It prepares participants to lead community-driven learning and development efforts beyond the programme's duration. In 2024, the programme developed 64 mentors and reached 209 students.

PROVIDING ESSENTIALS WITH "BACK TO SCHOOL"

CIMB's Back to School initiative in Malaysia provides essential school supplies to students from lower-income families, easing some of the financial burden that may affect their education. In 2024, we distributed vouchers and basic necessities such as uniforms, socks and school supplies to about 1,400 primary and secondary students nationwide, helping them start the school year with greater confidence and readiness to learn.

Learn more about our financial literacy initiatives in the Promoting Financial Literacy section on pages 51 to 52.

ENHANCING INFRASTRUCTURE FOR IMPROVED ACCESS TO EDUCATION

In Thailand, CIMB Thai, in collaboration with key stakeholders, supported Ban Wang Sri School in Chiang Mai to create a more enriching learning environment. The initiative provided students with access to libraries, computer facilities, and sports equipment while also introducing financial and digital literacy sessions for both students and the wider community.

In Vietnam, our ongoing partnership with Eco Vietnam Group (EVG) is helping to bridge educational gaps in underserved communities. Key initiatives in 2024 included:

- Expanding digital access by equipping the EVG Community Library with refurbished laptops, enabling students to enhance their learning experiences
- Enhancing financial literacy through fundamental economics and finance training for high school students
- Improving school infrastructure by funding the renovation of toilets and dormitories at Hau Thao Ethnic Secondary and High School in Sapa, where inadequate sanitation and limited access to clean water posed significant challenges to students' wellbeing

Through the Nuoi Em Project, we are supporting early childhood education by addressing basic needs. In 2024, 57 young children across three kindergartens in Mai Chau District, Hoa Binh Province, received warm clothing, milk and 17,500 nutritious school meals over two school years.

SPECIAL NEEDS EDUCATION

In Cambodia, we partnered with Rabbit School to expand access to speech therapy and enhance support for individuals with intellectual disabilities. Through bi-monthly training sessions, 18 special needs education teachers strengthened their skills in speech therapy, equipping them to better support students in developing essential communication skills for greater independence and community participation.

Beyond training, our CIMB Cambodia team actively contributed by engaging directly with students. In 2024, 25 CIMB staff visited Rabbit School to organise interactive activities and donate books and study materials.

KEY OUTCOMES

- 74 scholarships awarded for tertiary education locally and abroad
- Distributed vouchers and essential school supplies to about 1,400 primary and secondary students in Malaysia through our Back to School programme

ECONOMIC EMPOWERMENT

CIMB collaborates with partners to develop programmes that enhance employability, develop skills, and expand economic opportunities for underprivileged individuals and communities. By providing the right tools and fostering confidence, we aim to support long-term socio-economic mobility.

UPLIFTING WOMEN AND YOUTH

Women and youth often face unique challenges in achieving financial independence and accessing opportunities for advancement. Many women balance household responsibilities alongside their roles as primary breadwinners, whereas youth, including those with special needs, often face barriers in education and employment.

In 2024, we continued our support for neuro-diverse youth – individuals with conditions such as autism, dyslexia, Down syndrome, ADHD, cerebral palsy and other learning or developmental differences. Through this programme, 14 individuals received advanced training in digital animation and other essential digital skills, equipping them with the tools to pursue meaningful career opportunities.

Corporate Citizenship

EMPOWERING PEOPLE WITH DISABILITIES

In 2024, CIMB Niaga, through the Seraya Entrepreneurship and Partnership Training Programme, provided capital assistance and set up coffee stalls for two individuals with disabilities in Bandung and Bogor.

As part of its ongoing partnership with Alunjiva Indonesia – a social enterprise dedicated to empowering people with disabilities – CIMB Niaga organised a comprehensive training programme for 30 participants. This programme comprised three stages of training, designed to equip participants with entrepreneurial skills.

Following the training, three outstanding participants from Jakarta, its surrounding areas and Yogyakarta will be selected to receive capital assistance to support their business ventures.

KEY OUTCOMES

- More than 200 individuals gained career-enhancing skills through our regional training programmes

CIMB Islamic is a key driver of the Group's corporate citizenship efforts, focusing on economic inclusion and empowering micro-entrepreneurs. Through training, funding and resources, these initiatives help businesses scale while fostering self-reliance and long-term economic stability, in line with Shariah principles.

CIMB MICROBIZREADY ENTREPRENEURSHIP PROGRAMME

Total beneficiaries as at 2024:
over 500 micro and nano-entrepreneurs

Contribution:
RM247,000

The CIMB MicroBizReady programme, in collaboration with Taylor's Education Group, equips micro-entrepreneurs with essential skills and knowledge to build and scale their businesses. The programme focuses on key areas such as digitalisation, business strategy, financial literacy and emotional wellbeing. Since its inception in 2020, MicroBizReady has expanded to 13 cohorts, supporting over 500 micro-entrepreneurs nationwide.

In 2024, the programme reached a significant milestone with its first collaboration and funding support from CIMB Foundation. Three cohorts were successfully completed, onboarding over 176 micro-entrepreneurs who underwent intensive training and coaching, culminating in pitching sessions. A unique aspect of this cohort was the introduction of company incorporation in the curriculum, ensuring participants are equipped with the necessary knowledge to transition from micro-businesses to Sendirian Berhad (Sdn Bhd) entities.

In 2024, MicroBizReady received prestigious awards for its impactful initiatives:

- Unity In Action Award – Digital Education Excellence Award for its innovative approach to empowering micro-entrepreneurs through digital learning
- 1st Runner-Up in the Inclusive Economic Growth category at the ABM CSR Excellence Award, recognising its role in fostering economic inclusivity and supporting underserved communities
- SME Financial Inclusion Initiative of the Year – Malaysia at the Asian Banking & Finance Retail Banking Awards, acknowledging its dedication to equipping SMEs and microbusinesses with essential skills to thrive in the digital economy

CIMB ISLAMIC ENTREPRENEURSHIP PROGRAMME – ITAAJIR 2.0

TAAJIR 2.0, a collaboration between CIMB Islamic and the International Islamic University Malaysia (IIUM), empowers micro-entrepreneurs from underprivileged communities with equipment grants and practical entrepreneurship training. Now in its third cycle, the programme has benefited four additional micro-entrepreneurs, helping them scale their businesses. In addition, CIMB Islamic contributed RM100,000 to IIUM to establish the CIMB IIUM Entrepreneurship Lab, which is now fully operational. This state-of-the-art facility will serve as a hub for entrepreneurship training, community development programmes, and future business ventures.

Total beneficiaries as at 2024:
98 micro-entrepreneurs

Contribution:
RM556,457

Corporate Citizenship

HEALTH AND COMMUNITY WELLBEING

In 2024, CIMB remained committed to addressing barriers to essential healthcare, providing critical medical supplies, and supporting disaster relief efforts. These efforts reached those most in need, helping to build a foundation for better health, resilience and overall wellbeing in communities.

DELIVERING FREE MOBILE HEALTH SCREENING

CIMB partnered with the National Kidney Foundation to launch a nationwide initiative providing free health screenings to underserved rural and urban communities. The programme focuses on the early detection and prevention of kidney-related diseases, offering screenings for blood glucose, cholesterol, blood pressure, body mass index and urine analysis. At-risk individuals are referred to government hospitals for further care. This ongoing initiative aims to benefit approximately 10,000 people.

SUPPORTING BETTER VISION IN SCHOOLS

The CIMB Foundation's 20/20 Perfect Vision Programme, launched in 2020, continues to improve the vision and academic performance of underprivileged students across Malaysia. As of 2024, the programme has benefited close to 3,039 students.

In 2024, in partnership with Spectruck Sdn. Bhd., the programme provided free eye screening to approximately 20,000 students across 27 schools in Terengganu, Johor and Sabah. Of these, 3,039 students requiring refractive correction received free eyeglasses. As part of Phase 1, follow-up eye examinations were conducted for about 600 beneficiaries across various states, with 443 students receiving new prescription eyeglasses. Delivered through a fully equipped mobile optical service truck, this initiative helps address visual impairments and supported students in maintaining good eye health.

SUPPLYING CLEAN WATER TO RURAL VILLAGES AND SCHOOLS

CIMB Foundation, in partnership with the Rotary Club of Likas Bay, supported the Water Gravity Programme in Ranau, Sabah, to improve access to clean piped water for rural communities. This initiative channels fresh mountain spring water directly to 98 homes across three villages and one school, benefiting approximately 500 villagers in Kampung Mohimboyon and Kampung Togoyog, as well as 120 students at Sekolah Kebangsaan Paginatan.

The project involved constructing three mini dams at water catchment areas, laying water pipes to transport clean water directly to homes and the school, and installing water tanks at strategic locations for safe water storage. It was carried out in collaboration with the villagers.

KEY OUTCOMES

- 620 villagers and students gained access to clean water in Sabah, Malaysia
- Provided free eye screening to approximately 20,000 students across 27 schools in Terengganu, Johor and Sabah, Malaysia

EARLY DETECTION TO PREVENT STUNTING

CIMB Niaga, in collaboration with the United Nations Children's Fund (UNICEF), continues its early detection and intervention programme to combat malnutrition and prevent stunting. First launched on 20 November 2023, the programme will run until 2026, benefiting an estimated 1,000 malnourished children across 22 regencies and cities in East Nusa Tenggara (NTT).

RAISING FUNDS FOR A CHILDREN'S HOSPITAL

CIMB Cambodia organised the "Unity Run for Charity" to raise funds for the Angkor Hospital for Children. The event attracted more than 1,700 participants, including members of the public, CIMB's customers, partners, and staff with their families, and successfully raised over US$81,000. The hospital estimates that these funds will enable it to provide quality healthcare to an additional 2,000 children.

EYE CARE PROJECT WITH THE NATIONAL BANK OF CAMBODIA

As part of the National Bank of Cambodia's annual Eye Care Project, which provides free eye treatment for the elderly and underserved communities, CIMB Bank PLC contributed both financial assistance and staff volunteer support. Over the past two years, 136 employees dedicated their weekends to the programme, assisting with translation for Australian doctors and guiding patients through the facility.

CLIMATE AND ENVIRONMENT

CIMB recognises the deep connection between healthy ecosystems, community wellbeing and long-term economic stability. According to the World Economic Forum, over half of the world's GDP – about US$44 trillion – depends on nature and its services.

Southeast Asia is home to some of the world's most diverse ecosystems, including coral reefs, rainforests and mangroves, but these natural habitats are increasingly at risk due to the overuse of natural resources. In response, CIMB is committed to preserving biodiversity and protecting these vital ecosystems.

Through initiatives like mangrove restoration, wildlife protection and community engagement, we are working to conserve nature, address climate challenges and support a future where both people and nature can thrive together.

SAFEGUARDING COASTAL ECOSYSTEMS AND BIODIVERSITY

Through the CIMB Foundation-UKM Mangrove Conservation initiative, we support the protection of coastal and marine ecosystems while enhancing the livelihoods of nearby communities. This initiative combines education, outreach and hands-on conservation efforts, including seminars, public lectures, training sessions, guided tours and the rehabilitation of coastal areas through the planting and nurturing of 7,000 mangrove trees.

In 2024, we carried out our fourth and final round of mangrove planting, with #teamCIMB volunteers planting over 500 saplings. We also commissioned comprehensive studies on mangrove biodiversity and habitat restoration, completed in mid-2024, in collaboration with universities, researchers and government bodies to strengthen conservation efforts and encourage knowledge sharing.

REVIVING THE SUNGAI TEBRAU ECOSYSTEM

In partnership with Majlis Bandaraya Johor Bahru, we supported a mangrove planting initiative along Sungai Tebrau in Johor Bahru. #teamCIMB volunteers, alongside the local community, planted 500 mangrove saplings to help restore the riverine ecosystem. This initiative aims to prevent soil erosion, promote biodiversity, and strengthen climate resilience through carbon sequestration.

BRINGING BORNEO ELEPHANTS BACK IN SABAH

We worked with the Borneo Rhino Alliance (BORA) to support the return of Bornean elephants to the Tabin Wildlife Reserve in Sabah. By expanding managed grasslands and improving access to mineral resources, we are restoring elephant habitats while also benefiting local biodiversity and surrounding communities. Herds of elephants have already been spotted grazing in the newly restored pastures, marking a promising step in habitat recovery.

ADVANCING CIRCULAR WASTE MANAGEMENT

Organic waste from food and beverage businesses is collected and delivered to Green Connect's waste treatment facility, where it is transformed into nutritious feed for laying hens using smart logistics and biotechnology. This circular model closes the loop by supplying fresh eggs back to Green Connect's partners.

Recognising the role of innovation in sustainability, CIMB partnered with Green Connect to support the installation of a solar PV system at the facility. This upgrade is expected to enhance renewable energy use, cut CO_2 emissions by 1,308 tonnes and reduce electricity costs by ₫96 million annually. The savings will enable Green Connect to expand its humane farming model and increase its positive impact on the community.

PLANTING THE FUTURE AT ANGKOR-CIMB

As part of its commitment to environmental conservation and cultural heritage, CIMB Bank, in collaboration with the National Apsara Authority of Cambodia, led a reforestation effort at Angkor Archaeological Park. The initiative involved planting over 1,500 trees and 5,000 square metres of grass, contributing to the protection of Cambodia's natural and historical landmarks.

More than 500 participants, including local community members, government officials and CIMB staff, took part in the effort. Named "Angkor-CIMB Park", the project covers five hectares of land north of Baray (Jayatataka), part of the Angkor World Heritage Site. Over the next two years, CIMB Bank will support the preservation and planting of over 5,000 trees, aligning with the Cambodian government's initiative to plant one million trees annually.

KEY OUTCOMES

- 8,500 trees planted in 2024, including bamboo and mangrove species, enhancing climate resilience and biodiversity restoration across Malaysia, Indonesia and Cambodia
- Lowered CO_2 emissions by over 1,000 tonnes in Vietnam through renewable energy initiatives

Corporate Citizenship

DOING MORE WITH BAMBOO

Since 2011, CIMB Niaga has collaborated with the KEHATI Foundation on the Bamboo Conservation Programme, planting almost 60,000 bamboo seedlings across West Java, Lombok (West Nusa Tenggara), Bali, Flores (East Nusa Tenggara) and Magelang (Central Java). In 2024 alone, 6,000 bamboo seedlings were planted. Additionally, this year the programme expanded to include training in West Nusa Tenggara and Flores, focusing on bamboo cultivation, design, derivative product development, composting and bamboo polybag production, aiming to enhance the livelihoods of bamboo farmers.

COMMUNITY LINK: CONNECTING PEOPLE AND IDEAS FOR IMPACT

Launched in 2007 by CIMB Foundation in Malaysia, Community Link is CIMB's flagship programme that funds grassroots projects to address local needs. It empowers employees, customers and community members to propose projects, with #teamCIMB volunteering their time and expertise in approved initiatives.

In Malaysia, Community Link approved grants for nine projects worth RM300,000, benefiting approximately 2,300 people. These programmes will be progressively implemented in 2025. Now adopted in Indonesia, the programme allocated Rp2.7 billion to CIMB Niaga's three main community programmes during the year.

ECONOMIC EMPOWERMENT

- **Profitable School Fish Tank Project:**
  Collaborating with Sekolah Kebangsaan (Asli) Bukit Cheding, a school for Malaysia's indigenous Orang Asli community, to set up a fish tank project. The project will benefit 180 students and their parents by providing a source of income from fish sales and hands-on learning in aquaculture and environmental science

CLIMATE AND ENVIRONMENT

- **Mangrove Restoration:**
  Partnering with the Malaysian Nature Society to restore and protect mangrove forests at Kuala Selangor Nature Park by planting 500 mangrove saplings
- **Save Our Coral Reefs:**
  Collaborating with the Malaysia Tidal Garden Association to restore coral reefs in Pulau Redang, Terengganu by planting 200 coral fragments – small coral pieces grown in nurseries to regenerate reef ecosystems. Volunteers will participate in coral conservation education and learn marine-friendly practices to support long-term reef health

HEALTH AND COMMUNITY WELLBEING

- **Health Screenings**
  - **Community Outreach Project with Regen Rehabilitation International Sdn Bhd:**
    Offering free fatty liver screenings to 220 individuals from B40 backgrounds, focusing on early detection and raising awareness of fatty liver disease
- **Food and Nutrition Support**
  - **Dry Food Provision with Kechara Soup Kitchen (KSK):**
    Supplied essential groceries every six weeks to at least 600 low-income households, supporting KSK's mission of food security for the underprivileged
  - **Food Aid with Persatuan Memberi Kepada Yang Memerlukan:**
    Distributing 1,400 packed meals to homeless individuals in Lorong Medan Tuanku, Kuala Lumpur. Beneficiaries will also receive information on basic health and hygiene practices
- **Child and Family Wellbeing**
  - **Contribution to Pertubuhan Kebajikan Anak-anak Yatim dan Miskin Dahikmah:**
    Providing household essentials and study materials, organising a clean-up drive and conducting informal educational sessions for 80 orphans and underprivileged children to improve their living conditions and wellbeing
  - **Hybrid Training Centre by Pusat Permata Kurnia:**
    Reaching over 1,000 parents through a community support group for families of children with autism. Parents will receive valuable resources to help them manage their children's needs while fostering a supportive learning environment for families and educators

#JADIPEDULI

This programme enables employees in branch offices and various divisions of the Bank to organise social activities aligned with the four pillars of CIMB Niaga's Corporate Citizenship. In 2024, 69 branches and teams contributed to projects such as financial literacy workshops, tree planting, beach and river clean-ups, school renovations and social activities for orphanages and nursing homes. Collectively, these initiatives have benefited nearly 4,000 individuals nationwide

#JADINYATA

This programme supports and guides community-led proposals in Indonesia that address environmental, economic, and social issues. In 2024, the three winning proposals focused on:

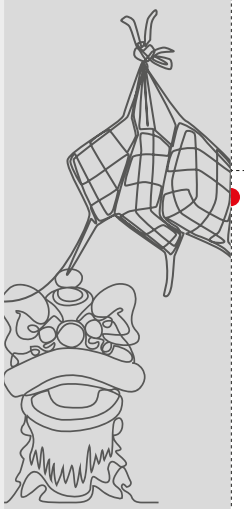
- transforming coffee parchment waste into furniture
- creating solar-powered lamps made from coconut shells
- empowering local craftsmen and promoting culture-based learning through an interactive game featuring Indonesia's traditional puppets

#JADIBERKELANJUTAN

This programme offers business entrepreneurship training and provides interest-free working capital loans to 50 selected MSMEs in eastern Indonesia, focusing on women entrepreneurs and persons with disabilities. In 2024, the Bank conducted the third batch of training for 272 MSME participants, including 228 women, 44 men and 10 individuals with disabilities

CELEBRATING WITH OUR COMMUNITIES

As a bank deeply connected to the communities we serve, CIMB values the joy and togetherness that festive celebrations bring. These occasions strengthen social ties, promote cultural understanding and provide meaningful opportunities to give back. In 2024, CIMB organised events across Malaysia to celebrate culture, build stronger community bonds and support underprivileged groups.



BRIGHTENING HOMES AND HEARTS FOR CHINESE NEW YEAR

#teamCIMB volunteers celebrated with 30 senior citizens at a home in Kuala Lumpur, treating them to a festive lunch and giving the home's entrance a fresh coat of paint. We also donated kitchenware, appliances and daily essentials to this home and two others in Perak and Negeri Sembilan to help improve living conditions.

SHARING HARI RAYA JOY WITH THE CHILDREN

More than 170 #teamCIMB volunteers accompanied 600 underprivileged children on shopping trips at Mydin outlets in Subang Jaya, Selangor; Kota Bharu, Kelantan; and Gong Badak, Terengganu. Each child received RM300 shopping allowance for 'Baju Raya' and other essentials, while six charity homes were provided with RM2,000 each to support their basic needs. To further spread festive cheer during the Muslim holy month, we also distributed 'Duit Raya' to the children and arranged 'Buka Puasa' meals at the homes.

CELEBRATING GOOD HARVESTS AND HEALTH

CIMB Foundation joined communities in Sarawak and Sabah to celebrate the harvest festivals. In Sri Aman, Sarawak, we partnered with Diabetes Malaysia to host a celebration featuring traditional dances, a festive feast and food baskets for 100 families. We conducted health screenings and donated medical equipment, including a dialysis machine and insulin doses for the community.

In Sabah, we worked with St John Ambulance in Keningau for the Hari Kaamatan festivities, which included cultural performances, a children's pageant and food baskets for 100 families. CIMB also donated two Automated External Defibrillator (AED) units for the local community.

CREATING CHRISTMAS MOMENTS WITH THE YOUNG

CIMB Foundation celebrated the Christmas season with 125 underprivileged children and teenagers from two charity homes and low-income families. The children enjoyed a Christmas wish-list shopping spree at Mydin Subang Jaya Hypermarket, guided by enthusiastic #teamCIMB volunteers, followed by a Hi-Tea buffet at Dorsett Grand Subang Hotel. Each child received a shopping allowance to buy items of their choice, while the two homes received RM2,000 each to purchase essential supplies.

Corporate Citizenship

LIGHTING UP DEEPAVALI

CIMB Foundation partnered with Yayasan Kita Anak Malaysia to celebrate Deepavali with 300 persons with disabilities in Penang, providing each beneficiary with a festive food box to brighten their Festival of Lights.

CIMB Foundation also hosted a Deepavali celebration for 100 families from six low-cost housing (Program Perumahan Rakyat) communities in Kuala Lumpur. The event featured a festive buffet lunch, cultural performances and activities for both adults and children. We distributed Deepavali cash packets to 200 children, while 100 families received RM400 grocery vouchers to help with their festive expenses.

HUMANITARIAN AID AND NATURAL DISASTER RELIEF

The increasing frequency of extreme weather events continues to disrupt lives and livelihoods across communities. CIMB recognises the impact these events have on vulnerable populations and makes it our priority to take an active role in supporting recovery efforts and helping communities build resilience. Through CIMB Foundation, we provide assistance during crises, delivering essential supplies and supporting long-term recovery initiatives to help affected communities rebuild and thrive.

KEMBARA KITCHEN DISASTER AID PROGRAMME (BENCANA24)

Since 2021, CIMB Foundation has partnered with Kembara Kitchen to ensure disaster-hit communities receive critical aid when needed. In 2024, we sponsored two additional retort machines, doubling the production capacity of ready-to-eat 'Hero Meals,' designed for immediate deployment to victims and responders across Malaysia.

This year alone, we supported the production of 80,000 Hero Meals, which are nutritious, long-lasting and easy to distribute. With a two-year shelf life, these meals are stockpiled to provide swift relief during floods and other emergencies. By enhancing Kembara Kitchen's capacity, we aim to deliver life-saving food efficiently, reduce waste and help communities recover more quickly.

FLOOD RELIEF

At CIMB, being a responsible financial partner means going beyond financial aid. As a bank, we are committed to adapting and innovating to meet our customers' needs, especially during crises, such as the severe monsoon floods that affected parts of Malaysia in late 2024 and early 2025.

Through the CIMB Flood Relief Assistance Plan, affected individuals and MSMEs can access a six-month payment relief on loans and financing products through a simplified application process. Late charges and fees are waived, while businesses needing additional support can apply for a disaster relief facility of up to RM700,000 at a preferential financing rate. Fees for card replacements, statement requests and damaged passbook or cheque replacements are also waived.

We work closely with our insurance partners to fast-track flood-related claims. Beyond financial solutions, CIMB Foundation and CIMB Islamic have committed RM2.5 million to provide immediate aid and recovery assistance. In collaboration with NGOs, we focus on delivering relief efforts quickly to reach those affected.

These efforts extend beyond Malaysia. Following severe flooding in Northern Vietnam caused by Typhoon Yagi, CIMB Bank Vietnam mobilised funds and donated pre-loved clothing to support affected communities.

STORIES FROM OUR PARTNER: NATIONAL KIDNEY FOUNDATION

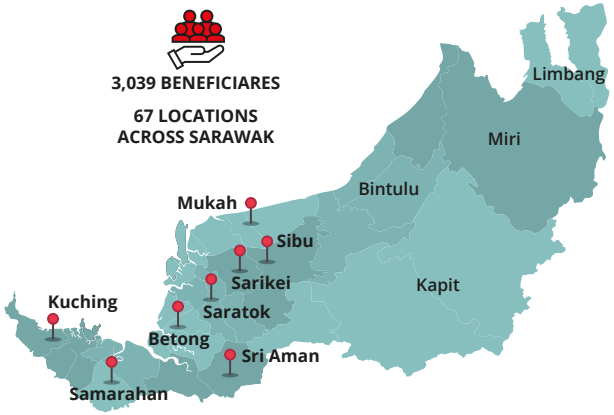
CIMB-NKF HEALTH SCREENING PROGRAMME: EMPOWERING COMMUNITIES IN SARAWAK TO PREVENT KIDNEY DISEASE

Since its launch in 2008, the National Kidney Foundation's (NKF) health screening programme has been instrumental in the early detection and prevention of kidney disease. *"Chronic kidney disease (CKD) is a major global health issue and one of the leading causes of death. In Malaysia, its prevalence increased from 9% in 2011 to 15% in 2018,"* said Dato' Dr. Zaki Morad, Chairman of NKF Malaysia (NKFM). He further emphasised the economic impact, stating, *"Treatment for stage 5 CKD consumes a disproportionate share of the healthcare budget and places a significant financial burden on affected families. Currently, more than 50,000 Malaysians are on dialysis."*

To date, the programme has screened over 600,000 participants nationwide. With CIMB's sponsorship, NKF has expanded its reach into remote areas, providing underserved communities, including those in Sarawak, access to essential healthcare. *"NKFM has intentionally moved to screen rural communities, particularly in Sabah and Sarawak, where healthcare facilities, especially GP clinics, are scarce,"* Dr. Zaki added.

Between 2023 and 2024, the CIMB-NKF Health Screening Programme has reached 67 locations in Sarawak, benefiting over 3,039 people. It has extended services to previously unreached areas such as Betong, Asajaya, and Padawan.

"We rarely see healthcare teams here. Thank you for coming," said an elderly participant from Kampung Biya Kamas, Padawan. For many, this was their first encounter with healthcare professionals. Beyond providing immediate health support, the programme fosters long-term awareness and encourages preventive care habits, enabling a healthier future for these communities.



Coverage maps of CIMB-NKF Health Screening Programmes which reached 67 locations in Sarawak and benefited 3,039 participants in 2023-2024.

REACHING THE UNREACHABLE

Bringing healthcare to Sarawak's remote villages is no easy task. The team has to navigate rugged terrain, unreliable GPS and limited phone reception, often relying on local guides. Despite these challenges, the urgency of providing medical access far outweighs the difficulties.

For many villagers, access to care is limited due to several factors. Financial, transportation and logistical constraints often force families to forgo medical check-ups, leading to worsening health conditions. *"We only take my father for a check-up once a year because we cannot afford transport,"* shared a villager. Others, like the daughter of a longhouse resident, pleaded, *"Can you check on my father? He is bedridden and cannot come to the screening site."* The team made the visit, and fortunately, his test results were stable, bringing relief to his family.

These stories underscore the urgent need for mobile health initiatives like the CIMB-NKF screening programme, bringing critical healthcare to those who might otherwise go without due to distance or cost barriers.

KEY HEALTH INSIGHTS

In 2023, nearly half of the health screening participants in Sarawak had high BMI (49%), while 29% had high blood pressure, 19% showed urine abnormalities and 15% had high cholesterol. Those with concerning results were referred for further medical follow-up. While these rates have shown slight improvement in 2024, they remain alarming, highlighting the need for continued efforts to address key risk factors for kidney disease.

Screening for obesity, high blood pressure and urine abnormalities is critical, as these are early indicators of CKD. High blood pressure and diabetes are the leading causes of CKD, a silent killer that often shows no symptoms until irreversible damage has occurred. *"By the time major organs like the kidneys, heart, or others are affected, it is too late.*

Corporate Citizenship

STORIES FROM OUR PARTNER: NATIONAL KIDNEY FOUNDATION (continued)

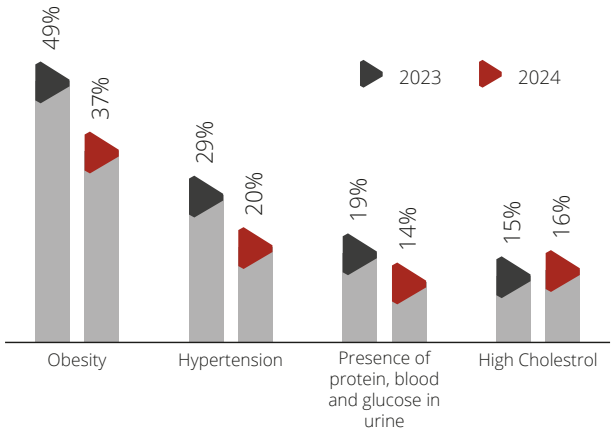
Presently healthcare providers are in salvage rather than prevention mode as many individuals that we see already have chronic kidney disease," Dr. Zaki warned. Regular screenings enable early detection, allowing individuals to take proactive steps to protect their kidney health before it is too late.

The CIMB-NKF Health Screening Programme directly addresses two critical gaps in healthcare for Sarawak's remote communities: (i) lack of access to health screenings and (ii) the need for local capacity building to promote long-term health awareness. With CIMB's support, we bring screenings directly to underserved areas, eliminating the need for communities to travel great distances for care.

Beyond providing immediate access to screenings, the programme also lays the groundwork for raising health awareness by engaging local community leaders and committed participants. Their involvement builds trust, extending kidney health education beyond a single visit. Notably, between 2023 and 2024, 64% of participants demonstrated improved knowledge after attending our screenings and educational talks, highlighting the programme's impact in driving behavioural change.

The CIMB-NKF Health Screening Programme plays a crucial role in strengthening health awareness and expanding preventive care in rural areas. By continuing these efforts and investing in advanced screening machines, we can improve accuracy, accessibility, and ultimately, reduce the burden of CKD and other chronic diseases – leading to healthier and happier communities.

Key Health Indicators Among Participants from the CIMB-NKF Health Screening Programme in 2023 and 2024



Staff and community translators assist villagers during the CIMB-NKF health screening programme, helping those with impaired vision or reading difficulties register with ease.

Longhouse communities and other rural villages benefit from the CIMB-NKF health screening programme, bringing vital healthcare access and awareness to remote areas.

The team crossing a river to reach Kampung Beliong, Asajaya and navigating remote trails to Kampung Mawang Tahup, Padawan to provide underserved communities with essential health screenings.

EMPLOYEE VOLUNTEERISM

CIMB believes that employee volunteerism is a powerful way to bring our values to life. By dedicating their time and skills, #teamCIMB volunteers create meaningful change in communities while learning, firsthand, about local challenges and environmental issues. In 2024, we dedicated over 216,000 volunteering hours across our key markets, more than double our annual target of 100,000 hours.

With over 33,000 volunteers, we contributed to various projects, with key highlights featured on this page.

Indonesia — 70,859 hours

- Launched a bank-wide employee campaign – the "ABCDE (A Better Climate anD Environment) Challenge" – to encourage the reduction, reuse and recycling of inorganic waste
- Organised "AKSI PEDULI" during CIMB Niaga's 69th Anniversary, held at nine locations across Indonesia, where employees donated used clothes and books to support underprivileged communities

Singapore — 6,202 hours

- Organised a mini food fair with over 70 staff from five departments, raising S$4,350 – more than double the target – to support Food From The Heart in providing essential food items to those in need
- Donated S$8,000 and mobilised over 40 #teamCIMB volunteers to support Fei Yue Community Service's Family Fiesta Carnival

Vietnam — 1,300 hours

- Organised a flea market where #teamCIMB donated pre-loved items, contributing to a fund supporting disadvantaged children in remote mountainous areas of Vietnam through the "Nuoi Em" Project
- Planted trees around selected universities to promote urban greenery and biodiversity, helping to reduce heat island effects

Malaysia — 104,527 hours

- Partnered with Kechara Soup Kitchen and FatHopes Energy to support 410 urban poor families while recycling 1,375kg of used cooking oil into biofuel
- Organised blood donation drives with Pusat Darah Negara, rallying 244 volunteers to help meet critical blood supply needs
- Donated fire extinguishers, first aid kits and fire blankets at the S.A.F.E. Conference, improving safety measures in charity homes

Thailand — 30,104 hours

- Launched the "OCTO x HUUYAOW" Art Toy Collection – a creative collaboration between CIMB's mascot, OCTO, and the Long-Eared Girl character, with all proceeds donated to the Thai Red Cross Children's Foundation
- Contributed to coral reef rehabilitation and turtle conservation in Sattahip, Chonburi through the "Love Me, Love My Sea" programme

Cambodia — 2,958 hours

- Planted 1,500 trees and 5,000 square metres of grass as part of conservation efforts for Angkor-CIMB Park
- Organised the CIMB Unity Run for Charity, raising over US$81,000 to support approximately 2,000 children at the Angkor Hospital for Children

Philippines — 102 hours

- Partnered with CORA (Communities Organised for Resource Allocation) to help former trash pickers open their first CIMB bank accounts
- Partnered with Gawad Kalinga to provide livelihood opportunities for workers at TamBayani Cafe in Dasmarinas, Cavite. CIMB supported their training, equipment purchases and inventory, helping them build a reliable source of income

KEY OUTCOMES

- Over 216,000 volunteer hours in 2024 spent on uplifting communities around us and supporting environmental and biodiversity conservation

Sustainable Action

03

Since 2019, CIMB has reduced its operational carbon footprint by 35.6% through floor space optimisation, energy efficiency and renewable energy subscription. This milestone underscores our commitment to achieving net zero for Scope 1 and 2 by 2030 and broader overall Net Zero by 2050, reducing emissions while running a more efficient and responsible business.

35.6% reduction in Scope 1 and 2 GHG emissions from 2019 baseline

28% renewable energy achieved in our electricity consumption

1% gap in the female-to-male pay ratio at the Group level

INSIDE THIS SECTION

80 Climate Change and Operational Footprint

86 Talent Attraction, Growth and Retention

95 Diversity and Inclusion

Real change begins with action, and at CIMB, that action starts with us. By addressing challenges within our own operations—reducing our environmental footprint, promoting fairness and transparency in our supply chains and investing in our people's wellbeing and growth – we are making tangible changes that drive meaningful impact.

We remain committed to reducing emissions and reaching net zero operational emissions by 2030. From improving energy efficiency and increasing renewable energy use through on-site solar installations as well as Renewable Energy Certificates (RECs) to adopting innovative ways to reduce our environmental footprint, every step brings us closer to that goal. Guided by our framework and targets, we will continue to reduce our GHG emissions.

At the same time, we are strengthening our commitment to our people. With over 33,000 employees across the region, we continue to invest in their wellbeing, development and safety, equipping them with future-ready skills and fostering a workplace that values inclusion and opportunity. Our focus on diversity, equity and inclusion has expanded, opening doors for more equitable hiring and leadership development. Health and safety remain a key priority, extending beyond employees to on-site contract workers, vendors and customers. We also work closely with 1,978 suppliers across ASEAN to embed responsible business practices, strengthening value chains and supporting economic resilience across the region.

OUR FOCUS AREAS

A Low-Carbon Bank

Minimising our environmental impact by reducing operational GHG emissions and achieving net zero operations by 2030

An Engaged and Thriving Workforce

Fostering a safe, supportive and enriching workplace that empowers our people and attracts top industry talent

An Inclusive and Fair Work Culture

Building a diverse, equitable, and inclusive environment where people feel valued and work effectively together

MATERIAL TOPICS	2024 ACHIEVEMENTS
Climate Change: Operational Emissions	• Achieved CIMB Malaysia's first Net Zero Carbon Building status with Wisma CIMB • Earned Malaysia's first GreenRE Office Interior certification for a bank branch at CIMB IOI City Mall • Maintained operational net zero emissions (Scope 1 and 2) for CIMB Singapore for the second consecutive year • Enhanced operational efficiency by piloting 10 'Greening the Branches' projects at CIMB Thai
Talent Attraction, Retention and Growth	• Launched Navigating My Career, a refined career pathing platform designed to support employees' professional development • Expanded regional mobility opportunities to build cross-border expertise and broaden professional exposure for employees, facilitating over 100 regional mobility opportunities and close to 1,000 internal mobility movements in Malaysia • Enhanced learning and development across CIMB Group, equipping employees with critical skills in sustainability, data analytics and other emerging areas
Diversity and Inclusion	• Achieved a balanced pay ratio at the Group level, maintaining a 1.00 : 1.01 pay ratio between male and female employees • Increased women's representation in leadership to 42% • Enhanced support for neurodiverse talents through structured recruitment and awareness programmes across Touch 'n Go Group

Sustainable Action

CLIMATE CHANGE AND OPERATIONAL FOOTPRINT

We continue to reduce Scope 1 and 2 emissions across our operations while improving how we measure and report operational Scope 3 emissions. As we work towards net zero operations by 2030, we remain committed to maintaining business resilience and delivering what matters most to our customers.

ROADMAP TOWARDS NET ZERO GHG SCOPE 1 AND 2 EMISSIONS BY 2030

We have made good progress in reducing our operational emissions and remain committed to stepping up our efforts. Our roadmap to net zero by 2030 is built on four key levers to address both near and long-term impacts. This four-lever strategy allows us to address emissions reduction comprehensively while balancing cost and operational feasibility.

Optimising Business Operations	Improving Energy Efficiency	Expanding Green Energy Use	Using Carbon Offsets Responsibly
Reducing our physical footprint, advancing digitalisation and enabling remote work to improve efficiency	Enhancing operational efficiency through energy audits, retrofits, automation and green building practices	Increasing renewable energy adoption through solar PV installations, Green Electricity Tariff (GET) subscriptions and RECs	Offsetting unavoidable emissions with certified carbon credits, capping carbon offset use at 10% by relying only on certified credits for unavoidable emissions

Note that all references to GHG emissions in this section refer to net GHG emissions, incorporating emission reductions from carbon credits and renewable energy certificates, unless stated otherwise. More details on our decarbonisation efforts are on our website.

KEY OUTCOMES

- Our Scope 1 and 2 GHG emissions continue to decline, driven by targeted energy efficiency initiatives and increased use of renewable energy. We are on track to achieve our 2025 reduction target of 45%, where we have exceeded our interim milestone of 33% for 2024

OUR DECARBONISATION ROADMAP

Short-Term (2022-2025): Immediate Actions

- Upgrading to LED lights
- Installing motion sensors
- Upgrading of cooling systems
- Converting bank-owned cars to EVs and installing charging points

Medium-Term (2025-2027): Strategic Investments

- Automating energy monitoring systems
- Replacing chillers and district cooling systems
- Installing solar PV systems at offices and branches
- Progressively increasing purchase of RECs

Long-term (Beyond 2027): Lasting Impact

- Adopting Virtual Power Purchase Agreements (VPPA)
- Purchasing high-quality carbon credits (as a last resort)
- Consolidation of HQ buildings

Terms Explained:

1 *RECs (Renewable Energy Certificates):*
Certificates that verify renewable energy generation. One REC represents 1 MWh of clean electricity added to the grid.

2 *VPPA (Virtual Power Purchase Agreement):*
An established mechanism for supporting renewable energy projects by purchasing clean energy indirectly through the national grid, without directly owning the power plant or source.

OUR APPROACH TO GHG ACCOUNTING

We measure and report our GHG emissions following the Greenhouse Gas Protocol. Under the operational control approach, we account for 100% of emissions of business operations where we have operational control.

Scope 1 2 3

Direct emissions from sources we control, including:

- On-site fuel combustion
- Fuel use in company vehicles and mobile generators
- Fugitive emissions from refrigerants used in air-conditioning systems across our operations

Scope 2 1 3

Indirect emissions from purchased electricity are reported using two methods:

- *Location-based:* Represents the average emissions intensity of the national electricity grid supplying our operations
- *Market-based:* Measures emissions based on specific electricity sources, such as renewables purchased through green energy programmes

Scope 3 1 2

Emissions from activities linked to assets not directly controlled by CIMB but influenced by our supply chain, such as from business travel, employee commuting to work, asset leased to third party and waste disposal. Category 15 investments, which represent Financed Emissions, are reported separately.

Details on our GHG accounting approach are on our website.

EXPANDING SCOPE 3 EMISSIONS REPORTING

While Scope 3 emissions are complex to track, we are committed to increasing transparency by continuously improving data collection and methodologies to capture our full impact wherever possible.

In 2024, we expanded our Scope 3 coverage to include eight key categories:

Category 1 Purchased Goods and Services	**Category 5** Waste Generated in Operations
Category 6 Business Travel	■ **Category 7** Employee Commuting
■ **Category 8** Upstream Leased Assets	■ **Category 9** Downstream Transportation and Distribution
■ **Category 13** Downstream Leased Assets	**Category 15** Investments*

* *Details on CIMB's Category 15 financed emissions and related initiatives are included in the Understanding our Financed Emissions section on page 124.*

■ *New categories included in 2024*

A notable new initiative this year is CIMB's subscription to DHL's GoGreen Plus Forward Plan, which reduces a portion of our air freight emissions through the use of Sustainable Aviation Fuel (SAF). This plan assists us to track our Scope 3 emissions specifically from downstream transportation and distribution activities.

For more information, please refer to the Performance Data Supplement on our website.

GENERAL GHG CALCULATION AND REPORTING APPROACH

We gather fuel, energy and refrigerant consumption data from sources such as electricity bills, fuel invoices and facilities management records. We use emission factors from organisations such as the Intergovernmental Panel on Climate Change (IPCC) and relevant national authorities to convert this data into CO_2-equivalent emissions. By combining top-down and bottom-up approaches, we aim to achieve more comprehensive and accurate data collection.

We are committed to transparent reporting and continuously improving the accuracy and completeness of our emissions calculations. Our methodology is periodically reviewed and updated to align with best practices and evolving industry standards.

Due to inherent limitations in data collection and estimations, some uncertainty may exist in our calculations. To maintain accuracy, we apply a materiality threshold of 5% for our GHG emissions inventory. If an emission source exceeding this threshold is identified and has not been previously accounted for, we will restate our GHG emissions for the relevant period, subject to data availability.

Detailed calculation methods are available on our website, kindly refer to our "GHG Calculation Methodology – Public Methodology Document".

Sustainable Action

OUR PERFORMANCE

CIMB Group is committed to achieving our operational net zero targets, with comprehensive Group-wide reduction targets extending to 2030. Notably, CIMB has successfully reduced its Scope 1 and 2 GHG emissions from a baseline of 104,254 tCO_2e in 2019 to 67,110 tCO_2e in 2024. This represents a significant overall reduction of 35.6% compared to the 2019 baseline, surpassing our target for 2024 by 2.6%.

Our operational footprint spans across Malaysia, Indonesia, Singapore, Thailand and Cambodia. CIMB's Scope 1 emissions are primarily attributed to fuel consumption from owned vehicles or fleets, generator sets and fugitive emissions from air-conditioning systems. Following enhanced coverage of refrigerant data collection in 2024, our fugitive emissions increased, resulting in absolute Scope 1 emissions of 4,327 tCO_2e (or 4,205 tCO_2e including emissions reduction attributed by 122 units of carbon credits), a 41% increase from the previous year. Despite this, our overall Scope 1 emissions have reduced by 8% since 2019. Moving forward, we aim to explore further Scope 1 emissions reductions through fleet electrification and the adoption of lower global warming potential (GWP) refrigerants in our air-conditioning systems.

In 2024, we recorded 62,904 tCO_2e in Scope 2 market-based emissions, a 37% reduction from our 2019 baseline. Green electricity sourcing has expanded across CIMB Group, primarily through renewable energy certificates (RECs) under i-REC or TIGR standards. CIMB Niaga now covers 29% of its electricity use with locally generated RECs, followed by CIMB Thai at 26% and CIMB Malaysia at 25%. CIMB Singapore has fully transitioned, covering 100% of its electricity consumption with RECs. Overall regionally, the Group has attained 28% renewable energy utilisation rate sourced from CIMB's own rooftop solar PV systems, GET and RECs.

Recognising the crucial role of renewable energy in reducing Scope 2 emissions, we are actively exploring the Corporate Renewable Energy Supply Scheme (CRESS) throughout Peninsular Malaysia to diversify our green electricity sourcing. We will continue to leverage RECs for immediate emissions reductions to support the development of renewable energy industry. After retiring 122 tCO_2e of carbon credits, our total net GHG emissions stand at 67,110 tCO_2e, a 35.6% reduction as compared to our 2019 baseline.

We continue to expand measurement of our Scope 3 GHG emissions, which include emissions from water, waste, business travel, employee commuting, upstream and downstream leased assets and downstream transportation. Detailed calculation methods are available on our website.

As a financial institution, our largest emissions arise from Scope 3 financed emissions. For more information on CIMB's financed emissions, please refer to the Understanding our Financed Emissions section on page 124.

For more information on the type of carbon credits we retired, refer to page 22 and 31 of our Performance Data Supplement on our website.

For more information on our calculation method, please refer to our GHG Calculation Methodology – Public Methodology Document.

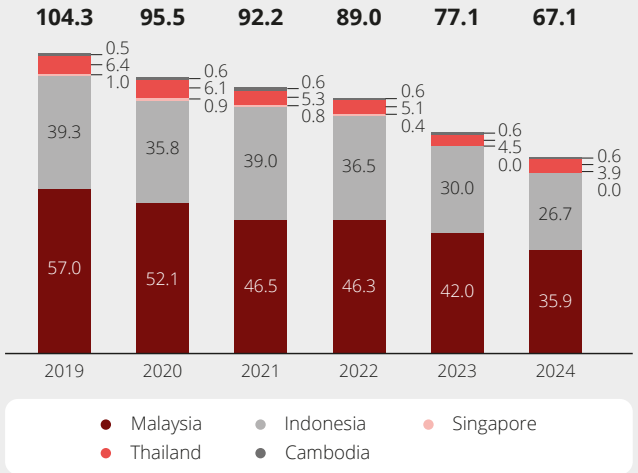
EXPANDING OUR EMISSIONS REPORTING

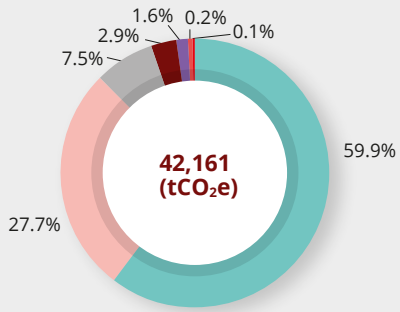
As part of our transition to align with IFRS S2 - Climate-related Disclosures, we are disclosing Scope 1 and 2 emissions for CIMB Group's subsidiaries, Touch 'n Go (TNG) and TNG Digital (TNGD), for the first time. In 2024, emissions from these subsidiaries accounted for less than 0.6% of CIMB's operational GHG emissions.

The subsidiaries' GHG emissions arise primarily from electricity purchased. Their aggregated annual electricity consumption is approximately 471 MWh.

For more information, please refer to page 28 of our Performance Data Supplement on our website.

Net GHG Scope 1 and 2 (market-based) Emissions
('000 tCO_2e)





GHG Scope 3 Emissions for 2024, excluding Category 15

- Category 1 Purchased Goods and Services
- Category 5 Waste Generated in Operations
- Category 6 Business Travel
- Category 7 Employee Commuting
- Category 8 Upstream Leased Assets
- Category 9 Downstream Transportation and Distribution
- Category 13 Downstream Leased Assets

2024 PROGRESS

Lever 1

Optimising Business Operations

- Developed internal renovation guidelines to enhance employee wellbeing, resource efficiency and long-term cost savings
- Optimised our branch network by integrating selected branches across Malaysia, Indonesia, Singapore, Thailand, and Cambodia, in response to the increasing shift toward digital transactions

Lever 2

Improving Energy Efficiency

- Completed Phase 3 LED retrofitting at 59 Malaysian branches and upgraded air-conditioning at branches and head offices located in Malaysia and Indonesia
- Achieved GreenRE Office Interior certification for our IOI City Mall branch, the first for a bank branch in Malaysia
- Achieved LEED v4 ID+C Gold certification at CIMB Bank Vietnam HCMC branch and office, improving environmental and occupational health of employees at the workplace
- Attained provisional Silver GBI certification for Wisma CIMB - CIMB Malaysia's first Net Zero Carbon Building - through a series of building equipment upgrades, green electricity sourcing and carbon offsets

Lever 3

Expanding Green Energy

- Sourced 230 MWh (equivalent to 178 tCO_2e) of energy via Malaysia's Green Electricity Tariff (GET) programme
- Purchased hydropower and biogas RECs through Bursa Carbon Exchange (BCX), cutting over 4,600 tCO_2e
- Increased CIMB Thai's RECs procurement to 2,300 MWh (equivalent to 1,150 tCO_2e)
- Maintained Operational Net Zero Emissions (Scope 1 and 2) in Singapore for the second consecutive year
- Attained 28% renewable energy utilisation rate sourced from CIMB's own rooftop solar PV systems, GET and RECs regionally
- Initiated solarisation efforts under Malaysia's national NEM 3.0 NOVA Programme (Net Energy Metering Scheme – Net Offset Virtual Aggregation) as part of a phased rollout across branches
- Installed solar PV at Malaysia head office Wisma CIMB and Indonesia Yogyakarta Sudirman branch, generating on-site renewable energy for self-consumption

Lever 4

Using Carbon Offsets Responsibly

- Secured 1,000 Verified Carbon Credit (VCC) units from Malaysia's first nature-based carbon project, the Kuamut Rainforest Conservation Project via BCX auction
- Retired 121 Verified Carbon Units (VCUs) via BCX to achieve net zero emissions in Wisma CIMB
- Retired 1 VCU to offset residual Scope 1 GHG emissions from CIMB Singapore's operations

Sustainable Action

CASE STUDY: PROGRESSING OUR DECARBONISATION EFFORTS WITH MAC CURVE INSIGHTS

In 2024, we leveraged our Marginal Abatement Cost Curve (MAC Curve) to prioritise initiatives with the highest emissions reduction potential at the most efficient cost. This data-driven approach has helped us build on last year's progress, driving real results across our key decarbonisation efforts.

We focused on low-cost, high-impact actions such as LED retrofitting in branches and exploring Energy Performance Contracting (EPC) at pilot sites. These initiatives provided immediate energy savings and significantly contributed to reducing our Scope 1 and 2 emissions.

In parallel, we accelerated our renewable energy efforts. These include expanding solar rooftop installations, such as the completion of solar PV systems in key branches and maintaining our subscription to Malaysia's Green Electricity Tariff (GET) for priority facilities. To broaden our green electricity sourcing, we expanded our adoption of RECs in Malaysia, Indonesia, Singapore and Thailand.

Recognising that some emissions cannot yet be avoided, we participated in the Bursa Carbon Exchange (BCX) auction in 2024, securing high-quality carbon credits to offset residual emissions. This initiative also marked a milestone in piloting our Net Zero Carbon Building at Wisma CIMB.

Using insights from our MAC Curve, we have been able to balance near-term energy-saving measures with longer-term decarbonisation strategies and cost effectiveness.

INTERNAL CARBON PRICE: DRIVING ACCOUNTABILITY ACROSS DIVISIONS

To encourage our countries and divisions to reduce emissions and integrate the cost of carbon into decision-making, CIMB introduced an Internal Carbon Pricing (ICP) framework in 2021. This economic incentive charges a penalty for Scope 1 and 2 emissions exceeding divisional caps, fostering accountability across the Group's markets.

The key objectives of the ICP are to:

- Help CIMB to navigate and prepare for GHG regulations, including carbon taxes
- Embed carbon costs into investment decisions
- Improve energy efficiency and cut reliance on carbon-heavy processes and equipment
- Fund low carbon investments and sustainable solutions
- Assess projects for carbon risks and regulatory changes
- Drive internal change by pricing excess emissions

In 2024, we set our ICP at a minimum of RM70 per tonne of CO_2e, benchmarked against our MAC Curve, as well as regional prices for RECs, carbon credits and carbon taxes. By 2030, the ICP is expected to rise to RM275–RM355 per tonne.

We continue to refine our ICP framework to align cost considerations with environmental goals, improving the impact and cost-efficiency of our decarbonisation investments.

Proceeds collected through the ICP are reinvested into:

- Energy-efficient infrastructure and upgrades
- Renewable energy adoption, including the purchase of RECs
- High-quality carbon offsets for unavoidable emissions

Refer to 2024 Progress section on page 83 for further information on the GHG emissions reduction initiatives.

KEY OUTCOMES

- Expanded our energy efficiency and green energy initiatives, earning recognition for our offices and branches across the region
- Strengthened #teamCIMB's internal sustainability culture through our Internal Carbon Pricing

SUSTAINABLE SUPPLY CHAIN

Working with suppliers who uphold ethical practices, respecting the environment and supporting fair working conditions remains integral to CIMB's long-term resilience and competitiveness. In 2024, we continued to strengthen our supply chain practices across Malaysia, Indonesia, Singapore and Thailand, focusing on integrity and responsibility.

Collaborating with over 1,978 partners, including multinational corporations and SMEs, we encourage the adoption of responsible business practices while expanding opportunities for local businesses. We procured over RM2 billion in goods and services, primarily in technology products and services, and deepened our engagement with suppliers to align their operations with our sustainability goals. 85% of our procurement spend was with local suppliers.

PROCUREMENT GOVERNANCE AND PRACTICES

The Group Strategic Procurement team leads these efforts in alignment with the Group's Sustainability Policy. A cornerstone of our approach is our Vendor Code of Conduct (VCOC), which sets clear expectations on ethics, human rights and environmental stewardship for both current and aspiring vendors. In 2024, 78% of all vendors, both new and existing, reaffirmed their commitment to the enhanced VCOC.

CIMB's sustainable procurement governance continues to evolve in alignment with our commitment to responsible and ethical sourcing. We updated the Group Sustainability Policy and Procedure in 2024, strengthening procurement practices and reinforcing our efforts to engage with suppliers.

Key updates include:

- **Enhanced EES&G Criteria:** Updated to provide a more comprehensive framework for assessing environmental, economic, social and governance (EES&G) impacts
- **Tightened Vendor Assessment:** Introduced an updated Sustainable Vendor Assessment Basic Checklist, incorporating a technical scoring system to ensure more rigorous EES&G evaluations
- **Launched the Vendor Sustainability Awareness Programme:** A new initiative to raise awareness and empower vendors in adopting sustainable practices

ENCOURAGING SUSTAINABLE PRACTICES AMONG OUR SUPPLIERS

We work with a diverse group of suppliers across geographies and industries, at varying stages of sustainability maturity. By engaging with vendors, we continue to support their development and raise awareness of responsible practices. During the year, we strengthened our Request for Proposal (RFP) process with tighter governance measures, including a revised Sustainable Vendor Assessment Basic Checklist and technical scoring system across four critical pillars:

Environmental
Measures taken to minimise resource consumption, energy usage, GHG emissions, waste generation and pollution

Economic
Emphasis on ethical sourcing, fair trade practices and responsible economic contributions that support local communities and drive sustainable development

Social
Labour practices, human rights and fostering diversity, equity and inclusion within the vendor's organisation and supply chain

Governance
Ethical business practices and accountability within the vendor's operations

KEY OUTCOMES

- Supported more than 200 of our suppliers through various engagements
- 85% of our procurement spend was with local suppliers

SUPPLIER ENGAGEMENT

This year, we engaged with 236 vendors, bringing the total number of vendors engaged since 2021 to 900 across CIMB Group, above our target of 800. Our engagement channels include The Cooler Earth Sustainability Series, direct interactions through virtual platforms, and targeted workshops covering the following key topics:

- GHG Reduction
- Resource Efficiency
- Waste Management
- Management of Human Rights Risk
- Diversity and Inclusion
- Sustainability-Related Certifications
- Sustainability Criteria in our Request for Proposals Process

Sustainable Action

TALENT ATTRACTION, GROWTH AND RETENTION

CIMB attracts, develops and retains top talent who embody our values and drive to do better. The development and wellbeing of our people remain central to our strategic priorities. During the year, we sharpened our human capital focus across four key pillars to ensure that our workforce remains effective, engaged and empowered:

- **Employee Experience:** Optimising our workforce structure and processes so that our people have the tools, resources and environment to focus on what they do best
- **Talent Attraction and Development:** Investing in attracting the right talent, while equipping our people with the skills, training and opportunities to thrive personally and professionally
- **Rewards and Performance:** Strengthening our performance-driven culture by recognising and rewarding contributions competitively and transparently
- **Values and Health:** Fostering an organisational culture grounded in shared values, inclusivity, safety and wellbeing of all #teamCIMB

TALENT DEVELOPMENT FOR A FUTURE-READY WORKFORCE

SHAPING CAREERS AND ADVANCING LEADERSHIP

Nurturing our people's potential is essential to a resilient organisation. At CIMB, our focus is on continuous learning, leadership development and digital upskilling to equip #teamCIMB with all they need to excel in today's evolving business landscape. In 2024, we did more to empower #teamCIMB through targeted programmes that foster professional development and future-proof our organisation and workforce.

Engaging and Attracting Top Talent

To engage and attract diverse talent, we connect with candidates through a series of targeted outreach initiatives held physically and online throughout the year. These include CIMB Campus Takeover, CIMB Discovery Days, CIMB Travelling Leaders, CIMB Campus@Work, CIMB Catalyst, along with career fairs and public engagements spanning Klang Valley, ASEAN and beyond. These efforts reflect our commitment to providing meaningful career pathways and inspiring the next generation of talent to thrive and make an impact with CIMB.

Through various structured programmes, we nurture talent with the right tools, experiences and opportunities to become the leaders of tomorrow:

Scholarships

CIMB ASEAN Scholarship is our flagship programme that provides talented students opportunities to attend leading universities locally and abroad. In 2024, 13 scholarships were awarded to top talents in ASEAN, contributing to our growing network of future leaders.

Graduate Programmes

The Complete Banker™ (TCB), our award-winning graduate programme develops top talent for leadership roles, offering regional exposure across CIMB's network. With personalised mentorship, trainees are better equipped to accelerate their leadership potential across tailored career pathways.

The programme includes training in areas such as business acumen, sustainability, risk management and data analytics, elevating participants' preparedness to navigate the evolving banking landscape through a holistic approach that provides a comprehensive understanding of the industry.

This talent programme has developed and trained over 900 graduates regionally for business and leadership roles within CIMB.

Apprenticeships

CIMB Headstart Internship Programme (CHIP) is a dynamic internship opportunity offering students hands-on experience and exposure to various business functions at CIMB. Participants are equipped with valuable industry skills through a structured programme designed to enhance career prospects. This year, CHIP achieved a 148% increase in interns hired and expanded its recruitment efforts by engaging with 84% more universities compared to last year.

The Professional Training and Education for Growing Entrepreneurs (PROTÉGÉ) Programme is an eight-month work experience initiative designed to provide an opportunity for fresh graduates to explore and gain knowledge of the banking industry as well as impart employability and entrepreneurial skills. In 2024, the programme's hires increased by 13% year-on-year, underscoring the demand for industry-ready graduates and its role in preparing participants for dynamic banking careers.

KEY OUTCOMES

- 13 scholarships provided across ASEAN
- Over 900 talents developed under the The Complete Banker
- 148% increase in interns hired via CHIP, providing access to working experience to youth
- 13% increase in Apprentices hired

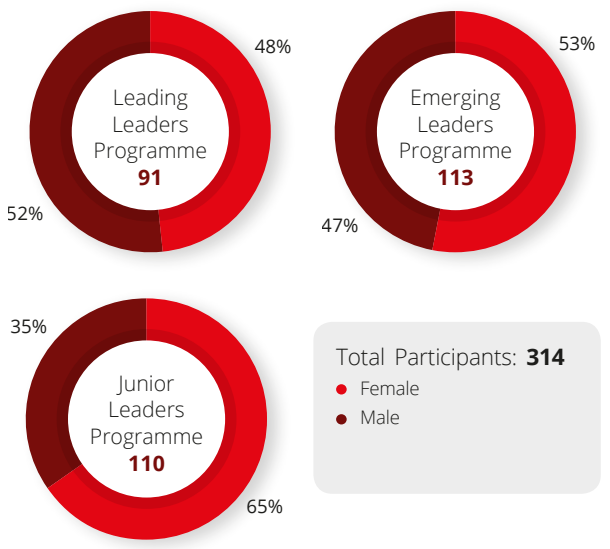
Navigating My Career (NMC)

In 2024, we launched NMC, a revamped career pathing platform that empowers employees to take charge of their professional journeys. Through the platform, employees can visualise their career progression and complete competency and skills assessments. They can then map individualised learning journeys, and access tailored learning recommendations from a rich resource environment featuring hundreds of skill-based learning modules. The pilot programme currently covers selected divisions in Malaysia, with a full rollout to all divisions planned by 2025.

Leadership Development

CIMB's Signature Leadership Programmes continue to nurture our talent and leadership pipeline, empowering employees at various stages of their careers. Designed to combine leadership and technical upskilling, the 12 to 18-month programmes emphasise experiential learning through industry immersions, study tours and group coaching.

Leadership Programmes Participation in 2024



In 2024, we launched additional cohorts, bringing the total to nine across our three core programmes. A total of 314 participants benefitted from these programmes this year, strengthening our future leadership bench. We continue to collaborate with leading institutions such as the International Institute for Management Development (IMD), Melbourne Business School, Global Institute for Tomorrow and Asia School of Business.

Internal Mobility and Regional Exposure

We support the development of our people by offering meaningful mobility opportunities within the Group. We provide #teamCIMB with regional exposure to build their skills, expand their experience and advance their careers. In 2024, we strengthened our Forward Your Career programme to make internal mobility more accessible and impactful. All The Complete Banker (TCB) associates gain regional exposure through rotations, providing them with valuable insights and experience across our ASEAN network. We also introduced more short-term assignments and secondments, allowing employees from various divisions to collaborate, learn and apply their skills across borders. In 2024, we facilitated over 100 regional mobility opportunities and supported close to 1,000 internal mobility movements in Malaysia.

LEARNING AND DEVELOPMENT

As a leading ASEAN organisation, we recognise that upskilling our people is essential not only for their professional growth within CIMB but also for contributing to the broader economy. In a rapidly evolving business landscape, we are committed to equipping #teamCIMB with the right skills and knowledge to stay competitive, adaptable and future-ready. By fostering a culture of continuous learning and development, we empower our people to take charge of their careers while ensuring CIMB remains at the forefront of industry advancements.

CIMB University

CIMB University serves as a vehicle for capability building across the Group to institutionalise knowledge whilst establishing and delivering a comprehensive suite of training curriculum to #teamCIMB to support their career advancement.

Various academies focusing on core, functional and emerging skills are set up, reinforcing our commitment to empowering and future-proofing employees with the necessary skills to navigate increasingly complex regulatory landscapes, and the challenging and dynamic banking environment. The academies focus on delivering high quality, up-to-date and tailored learning content for #teamCIMB across levels and functions to provide cohesive learning experiences across the region.

In addition, the University also aims to offer holistic development journeys across four main lines of business, i.e. Consumer Banking, Commercial Banking, Transaction Banking and Wholesale Banking to enable #teamCIMB to achieve their career aspirations.

Sustainable Action

Cultivating Industry Experts

We develop our people with the skills and knowledge to contribute meaningfully to the industry and the Bank's development. This year, as the first Malaysian bank to complete setting of 2030 decarbonisation targets for high-emitting sectors, we are advancing our efforts through the CIMB Sustainability Academy.

The Academy delivers targeted training to deepen expertise, offering over 200 regional programmes since its launch. These initiatives equip our people with the tools to drive CIMB's commitments forward.

Our development efforts include:

- **Professional Certification Programmes:** Including Chartered Banker Levels 1, 2 and 3
- **Internal Training:** Role-specific skills in areas such as digital transformation, compliance and operational resilience
- **Functional Training Programmes:** #teamCIMB in the front lines undergo various programmes such as Sustainability Webinar Series, Solar Energy Financing Training and the ESG Investing Certification Programme
- **Sustainability Certification Programmes:** White Belt – CIMB Certified Sustainability Associate Programme, Yellow Belt – CIMB Certified Sustainability Practitioner Programme, Green Belt – CIMB Certified Sustainability Programme and advanced pathways

Digital Upskilling

The Digital and Data Academy remains CIMB's central hub for digital reskilling and upskilling, equipping #teamCIMB to navigate a rapidly evolving landscape. Key programmes include:

- **Tableau Programmes:** Empowering employees to automate reporting dashboards and create interactive visualisations, enhancing monitoring and data analysis
- **SAS Technical Training and Coding:** Strengthening programming and data analytics skills for faster turnaround times and improved reporting efficiency
- **Design Thinking and Agile Project Management:** Equipping employees with structured problem-solving and project delivery methodologies, leading to higher project completion rates, increased team engagement and innovation
- **Citizen Developer Programme:** Providing hands-on training in robotic process automation (RPA), enabling employees to automate daily tasks and boost productivity

Through these initiatives, CIMB is building a future-ready workforce, ensuring our people remain agile and prepared to drive value and innovation.

KEY OUTCOMES

- 14,159 employees participated in programmes focused on Digital, Design and Data, strengthening CIMB's digital fluency and innovation capabilities
- 2.6 million training hours achieved across the region, driving tangible business improvements as well as fostering professional and personal development for #teamCIMB
- Facilitated over 100 regional mobility opportunities and close to 1,000 internal mobility movements in Malaysia

EPICC WORK CULTURE

At CIMB, our EPICC values guide the way we work. Our commitment to the EPICC culture drives us to maintain a high-performing, inclusive and values-driven workplace, where personal growth and organisational purpose go hand in hand. These values guide us in building a strong, connected workplace culture while driving meaningful progress for our customers, employees and communities.

In 2024, we strengthened our focus on embedding EPICC across all levels of the organisation through targeted initiatives, including:

- **Change Agent Network (CAN):** Continued activation and development of CAN to amplify awareness and adoption of EPICC through division-led initiatives
- **EPICC Hour Activities:** Promoting engagement and teamwork through sports tournaments, corporate citizenship projects, celebrations and collaborative events

EPICC IN PERFORMANCE MANAGEMENT

Our vision is to be the best organisation for top talent who exemplify and live by our core EPICC values. In 2024, we continued to enhance our performance management and leadership development framework, further embedding our EPICC values into how we assess and develop our people.

We expanded the implementation of 180-degree feedback for people managers to a regional level, strengthening leadership development and performance conversations across the Group. We also continued to embed the 360-degree values-based assessment in our senior promotions process in alignment with EPICC values. These multi-rater feedback mechanisms foster greater transparency and accountability as they empower leaders to recognise their strengths and areas of improvement in demonstrating EPICC behaviours.

In 2024, we also scaled our efforts to include more top leaders across the Group, leveraging targeted interventions under our EPICC Hardwiring initiative. By regionalising feedback and expanding leadership participation, CIMB is taking deliberate steps to nurture a culture where EPICC values are deeply embedded, shaping a workplace where talent thrives and leadership inspires.

EPICC EXCELLENCE AWARDS

Building on the success of our EPICC recognition programmes, we introduced the EPICC Excellence Awards 2024, designed to elevate the recognition of outstanding contributions across CIMB. Through these awards, we continue to celebrate the passion, dedication and excellence of #teamCIMB who embody our EPICC values and drive meaningful progress across the organisation.

This year, the awards expanded to include three key categories:

- Safeguarding the Bank
- CX Stars
- People Excellence

Across the Group, 89 EPICC Role Models were recognised for their outstanding demonstration of EPICC values, driving excellence and contributing to our collective goals. Of these, 50 individuals advanced to the Regional EPICC Excellence Awards, where they were celebrated as Top 50 winners for exemplifying our shared values across the region. To further honour exceptional performance, the Best of the Best five received a personalised learning trip, cash vouchers and trophies.

Separately, the Group CEO Award recognised one outstanding individual for their exemplary impact and contributions beyond expectations.

Sustainable Action

Regional EPICC Recognition

In 2024, we expanded our EPICC recognition efforts to celebrate outstanding achievements and values-driven contributions across our regional markets reflecting our collective commitment to recognising and celebrating #teamCIMB who bring our EPICC values to life across the Group. Some examples include:

Indonesia: EPICC Heroes Shoutout – Every two months, employees vote for exceptional colleagues on their employee intranet platform, Arjuna, with the Top 5 EPICC Heroes selected and featured.

Singapore: S.E.E (Spot EPICC Everyday) Campaign – A recognition initiative where employees nominate colleagues who exemplify EPICC behaviours, earning them points that can be redeemed for prizes.

Philippines: Maverick of the Month – A monthly spotlight featuring Top EPICC employees who go above and beyond.

ENHANCING EMPLOYEE ENGAGEMENT AND EXPERIENCE

ENGAGING OUR EMPLOYEES

CIMB fosters a positive and inclusive workplace by continuously listening to and acting on employee feedback.

We conduct an annual Organizational Health Index (OHI) survey to measure and improve the effectiveness of our internal practices, employee engagement and organisational health. The OHI Survey measures practices and outcomes in many areas such as leadership, motivation, accountability, work environment and direction. This comprehensive approach offers valuable insights to identify organisational strengths and areas for improvement.

This year, the assessment is expanded further to include new dimensions to gain deeper insights into how #teamCIMB find meaning in their work, their career progression and overall wellbeing. Collectively, these insights help us understand and enhance the elements that contribute to a fulfilling work experience – from job satisfaction and a sense of purpose to maintaining a healthy work-life balance*.

In 2024, we had a 95% response rate across our ASEAN footprint. As a Group, our score improved to 84% from 83% in 2023, remaining in the top quartile against our industry peers across ASEAN.

OHI Performance Across the Region

CIMB

84%
(Top Quartile)

Malaysia	Indonesia	Singapore	Thailand	Cambodia	Vietnam	Philippines
79%	92%	81%	82%	89%	89%	73%
(Second Quartile)	(Top Decile)	(Second Quartile)	(Top Quartile)	(Top Decile)	(Top Decile)	(Second Quartile)

More on our OHI survey methodology is available at our website.

For key initiatives which led to the improvement of our OHI score, please refer to our EPICC Work Culture section on page 89 to 90.

* *Work-life balance encompasses managing professional responsibilities while maintaining overall wellbeing and effectively handling stress.*

The 2024 OHI survey highlighted improvements in our organisational health, alongside key areas for further enhancement. To drive continuous progress, we will implement targeted action plans within each division, addressing specific challenges for meaningful impact.

By staying committed to these improvements, we aim to build on the positive momentum and create a more engaged, high-performing organisation.

ENHANCING EMPLOYEE EXPERIENCE

In 2024, we introduced new initiatives to create a supportive workplace where our people can feel valued and empowered. By understanding what matters to our people and responding to their needs, we strive to create an environment that supports them at every stage of their CIMB journey:

- **CIMB Icons:** A platform designed for employees to recognise and celebrate exceptional contributions and talents.
- **FlexBen Enhancements:** Expanded flexibility in employee benefits to better align with individual needs and preferences.
- **Virtual Coaching for EPICC Hours and Bite-Sized Learning:** Tailored, accessible learning opportunities to promote continuous development.
- **Mid-Year Pulse Survey:** On top of our annual OHI Survey, we introduced a mid-year pulse survey to gather timely employee feedback and address any emerging priorities.

KEY OUTCOMES

- Our OHI score improved to 84% from 83% in 2023, remaining in the top quartile against ASEAN peers

SUPPORTING FREEDOM OF ASSOCIATION

CIMB respects our employees' rights to freedom of association and collective bargaining. We value the role of unions in encouraging constructive dialogue, enabling our people's voices to be heard, and building collaborative solutions that address everyone's evolving needs.

In 2024, 52% of CIMB Bank Malaysia and iCIMB Bank Malaysia employees were represented by nine unions across Peninsular Malaysia, Sabah and Sarawak. Collective Agreements (CAs), signed every three years, outline the terms for the respective categories of union-represented employees.

CIMB

Group-wide
40% of employees covered under employee unions, an increase of 3% from 2023

Malaysia
52%

Indonesia
24%

A NOTE FROM OUR UNION: UNION EXECUTIVE CIMB BANK, MALAYSIA

Ng Peng Ho

Union Executive CIMB Bank (UEC), Malaysia

CIMB and the UEC approach their relationship as collaborators, fostering a mutually beneficial partnership for the betterment of UEC members.

I currently serve as the General Secretary of the Union Executive CIMB Bank or UEC, where I have had the privilege of working for over 30 years. Throughout this time, the challenges faced by our members have evolved significantly. Issues such as multiplicity of trade unions, remote work and the rapid advancement of technology pose new challenges that not only affect our UEC members but the workforce as a whole.

One of the aspects I have valued most is the strong trust and collaboration between CIMB and ourselves. Unlike a regional or national union, we are an in-house Union, which allows us to work closely with the Bank. This unique position enables us to engage with the full support of both the Group CEO and Chairman, who are deeply committed to fostering a collaborative relationship between our two parties. Our approach is centred on the idea that both CIMB and the UEC are key stakeholders in this process, instead of opposing forces. This mindset has fostered a positive and mutually beneficial working relationship between us thus far.

Looking ahead, I am eager to address the emerging issues facing our members. As mental health awareness continues to grow, we are committed to providing our members with the support they need to navigate any challenges they may face, while continuing to strengthen trust and integrity across all parties involved.

Sustainable Action

EMPLOYEE HEALTH AND SAFETY

At CIMB, ensuring the safety, health and wellbeing of our employees remains our highest priority. In 2024, Group Occupational Safety and Health (OSH) strengthened governance processes, improved incident reporting and expanded critical safety training to equip our employees with the skills and confidence to respond effectively during emergencies. We also strengthened our engagement and collaborations with industry peers reflecting our holistic approach to workplace safety.

Details of our OSH governance, processes, and management system are available on our website.

COLLABORATION AND GOVERNANCE

We deepened collaboration with industry peers by remaining an active member of the GLC OSHNet Committee, participating in knowledge-sharing and benchmarking exercises with other government-linked companies. Notably, the GLC OSH Summit 2024, co-organised with Malaysia's Department of Occupational Safety and Health (DOSH), strengthened cross-sector partnerships to improve workplace safety standards.

To enhance contractor safety, we worked with National Insititute of Occupational Safety and Health (NIOSH) and other financial institutions to develop the NIOSH-Financial Institution Safety Passport (NFISP). This initiative ensures contractors meet rigorous safety standards before working on financial institutions' premises.

We also introduced a streamlined incident reporting process across our regional operations, standardising reporting to ensure consistent, transparent and timely quarterly reporting across all locations.

KEY INITIATIVES AND ACHIEVEMENTS

Enhancing Emergency Preparedness

To improve readiness for critical situations, we prioritised life-saving skills and emergency response training:

- Continued Basic Occupational First Aid, CPR, and AED (BOFACA) and Basic Occupational Fire Fighting (BOFF) training for First Aiders and Fire Rescuers
- Conducted five Emergency Response Combined Drill Training (ERCD) sessions for Emergency Response Team (ERT) members

Promoting Safe Commuting Practices

Recognising the need to promote road safety, we collaborated with the Malaysian Institute of Road Safety Research (MIROS) to support commuting employees. The initiative included:

- Two Safety Riding Training sessions for motorcycle commuters
- Two Safety Driving Training sessions for car commuters

OSH Committee Awareness and Appreciation

In June, we celebrated the contributions of OSH Committee members through the OSH Committee Awareness and Appreciation Event. The event, attended by 138 participants both physically and virtually, acknowledged their vital role in fostering a safer workplace and strengthening our safety culture.

KEY OUTCOMES

- 100% of employee grievances on harassment investigated and resolved

UPHOLDING A RESPECTFUL WORKPLACE

Every employee deserves to feel safe, respected and secure at work. Our governance framework and policies uphold the highest standards of professionalism, integrity and ethical conduct, as detailed in our Code of Ethics and Conduct and Sexual Harassment Policy, both accessible on our website.

In 2024, we updated our Sexual Harassment Policy to strengthen protections, broaden definitions and promote accountability. These enhancements include clear measures for prevention, remediation and fostering a culture of dignity and zero tolerance for harassment.

ESCALATION PROCESS FOR REPORTING INCIDENTS

For everyone in #teamCIMB to be aware of their rights and responsibilities, we provide regular training on the Code of Ethics and Conduct and the Sexual Harassment Policy, reinforcing our zero-tolerance stance on discrimination and harassment in the workplace. Violations are met with disciplinary action, which may include termination of service.

We also maintain a clear Whistleblowing Policy, enabling employees to report grievances confidentially and securely. This policy outlines a structured escalation process for addressing concerns regarding employee rights, discrimination or harassment.

Employee Grievances in Malaysia

Item	2023	2024
Cases reported through the Whistleblowing Channel	10	0
Sexual harassment cases reported through other employee channels	4	3
Total Cases Resolved	**14***	**3**

* *Two cases were resolved in 2024.*

WELLNESS AND WELLBEING

We continued to provide a comprehensive suite of benefits and support systems designed to care for the physical, mental and emotional wellbeing of our employees. Our offerings include robust health coverage, long-term financial security through savings plans and initiatives that nurture social and mental wellness. These efforts reflect our ongoing commitment to creating a supportive environment where #teamCIMB can thrive both personally and professionally.

In 2024, our Group Absenteeism Rate[1] was well-managed at 1.34%[2], reflecting the efforts of our ongoing wellness and engagement initiatives.

PHYSICAL AND MENTAL HEALTH

- Health talks and fairs
- Honour-based medical leave
- Long-term disability insurance
- 24/7 emotional wellbeing careline and WhatsApp text line for mental health, available in English, Bahasa Malaysia and Mandarin
- Mental health educational resources
- One-on-one remote consultations with professionals, including mental health coaches, dietitians and career coaches
- Digital coaching with a multidisciplinary team of health coaches
- DASS-21, a clinically validated tool for assessing emotional wellbeing, measuring levels of depression, anxiety and stress
- Wellness webinars

FINANCIAL RESILIENCE

- Savings for retirement beyond regulatory requirements
- Staff scholarships and sponsorships
- Employee financing and other banking facilities at preferential rates
- Financial support for single parents
- Financial support for parents with children who have special needs

FLEXIBLE WORK ARRANGEMENTS

- **FLEX4ALL:** Flexiwork arrangements that allow employees to adjust their working hours while meeting the standard daily requirements
- **Reduced Work Week:** Employees have the option to work fewer days with a corresponding reduction in workload

FAMILY-FRIENDLY WORKPLACE

- Six-month maternity leave (first-time mothers): 26 weeks (180 days) of paid leave, exceeding the legal minimum of 14 weeks
- Enhanced maternity leave for subsequent children: Up to 14 weeks (98 days) of extended leave on a half-pay basis, with no impact on benefits
- One-month paternity leave: For first-time fathers
- Adoption leave: Up to 60 days of paid leave for employees adopting a child
- Special leave: Up to 10 days of paid leave annually for significant life events, including death, serious illness or hospitalisation of immediate family members, as well as incidents involving natural disasters, fires or robberies affecting the employee's home
- Onsite lactation rooms for breastfeeding mothers
- Reserved parking bays for expectant mothers
- Onsite childcare centre located on Level 2 in Menara CIMB

[1] *The Group Absenteeism Rate is measured by tracking the proportion of workdays missed due to absences. The number of workdays is computed as the actual number of working days for the respective countries. The data excludes Touch 'n Go as well as staff whose cost is borne by third party from Malaysia. A detailed country-by-country breakdown of absenteeism rates can be found at the Performance Data Supplement page 17 on our website.*

[2] *This data was assured by KPMG. The full Statement of Assurance can be found on pages 161 to 162.*

Sustainable Action

Sharing by #teamCIMB

Mohamed Ibrahim bin Mohamed Ishaque

Special Projects, Consumer Business Support, Malaysia

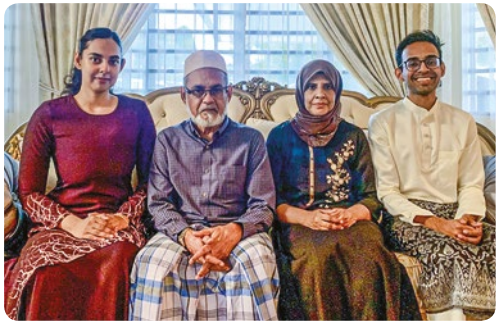
How CIMB enabled one individual to balance a thriving career with his responsibilities as a devoted son.

I am currently an Executive Officer in the Business Projects Team of Consumer Business Support department at CIMB, having joined the organisation in April 2020 as part of CIMB's The Complete Banker programme. My role is demanding, requiring significant time, energy and focus, which can make balancing family responsibilities challenging.

Family has always been central to my life. Growing up, I helped my parents run our family bookstore, which my father established in 1984. Even as a high school student, I spent weekends at the shop, assisting wherever I could, and supporting my parents has been a priority ever since.

In 2022, my father faced health issues and his treatment as well as post-surgery recovery posed significant challenges for our family. The procedure was complex and I had to step in to care for him while ensuring the bookstore continued to operate. Closing the shop wasn't an option and I was certain I'd need to resign from my job to meet these responsibilities. However, recognising my situation, my supervisors introduced me to the Staff Rejuvenation Programme, allowing me to take six months off to focus on my family, without jeopardising my career. This support provided me with the security I needed to manage my father's recovery and support the family business, knowing my future at the Bank was secure.

The support I received extended beyond the programme. My department head, Mr Nithialingam Selvaretnam, regularly checked in on my father's health even after I returned. When my mother had a sudden fall at home and I had to rush her to the hospital, my colleagues immediately reached out, offering their concern and support. This culture of care and understanding has transformed my perception of corporate life. I am grateful to be part of a team that values people over profits, ensuring I can be both a dedicated son and a committed employee.



CIMB gave me the flexibility and empathy I needed during one of the most difficult periods of my life. Their unwavering support has strengthened my loyalty to the organisation and I couldn't imagine myself anywhere else. This is more than a workplace: it is a community that values its people, and I am committed to giving my very best in return.

Sara Eeon Yu-Fun

Relationship Manager, Private Banking, Group Wholesale Banking, Malaysia

A working mother of two shares CIMB's supportive culture and its impact on balancing family and career.

I currently serve as a Private Banking Relationship Manager at CIMB, having been with the company for seven years since transitioning from a background in Corporate Finance. As frontliners, my team and I navigate a dynamic, fast-paced environment with continuous opportunities to grow.

When I became pregnant with my first child, I had to balance the demands of this high-energy role with my aspirations of starting a family. Fortunately, I benefited from CIMB's updated maternity leave policy, which offered six months of fully paid leave for first-time mothers. For my second child, I was able to take three months of fully paid leave and an additional three months at half pay, which proved invaluable during those early adjustment months.

Those six months were crucial for recovering from childbirth and adapting to the 24/7 responsibilities of caring for a newborn. For me, in addition to navigating parenting, it was also an opportunity to recalibrate and prepare myself mentally and physically to return to work. By the time my leave ended, I felt ready to re-engage with my professional responsibilities.

The team culture at CIMB has been a vital source of support throughout my journey as a working mother. During my pregnancy, my supervisor reassured me that my role would be secure during my maternity leave, providing the confidence I needed to navigate this significant life transition. The ongoing support from my colleagues has also been invaluable. Many of them, being women themselves, understand the complexities of balancing a career with family commitments.

CIMB's dedication to fostering a flexible and supportive environment for working mothers has been instrumental in my ability to excel both personally and professionally, ensuring my continued passion for this line of work despite the demands of family life.

DIVERSITY AND INCLUSION

Diverse perspectives spark better ideas, smarter decisions and a culture where everyone has the opportunity to thrive and make a difference. At CIMB, we see diversity and inclusion as the foundation of a thriving and forward-looking organisation – integral to our success and ability to drive positive change across Asia.

Through our inclusive policies, learning programmes and awareness initiatives, we strive to create an environment that celebrates differences and drives equity. By prioritising openness and inclusivity, we aim to unlock the full potential of #teamCIMB, so that everyone has opportunities to move forward.

In 2024, we continued to deliver programmes and activities that inspire, covering topics such as recognising unconscious bias, encouraging effective communication in diverse teams and promoting inclusive leadership.

WOMEN IN LEADERSHIP

We continue to make significant strides in advancing gender diversity across the organisation, with women making up 57% of our total workforce.

At the senior leadership level[1], women hold 42%[2] of key roles as of 2024. We remain committed to strengthening our leadership pipeline to ensure balanced representation. Our efforts focus on merit-based advancement, nurturing talent through initiatives like the CIMB Signature Leadership programmes and targeted skills-based development opportunities.

We also recognise that creating an equitable workplace requires holistic support. Our family-friendly policies, flexible work arrangements and inclusive benefits empower employees, particularly women, to balance their professional aspirations with personal responsibilities.

To further champion workplace equity, we continue to engage leaders through programmes like our Diversity, Equity and Inclusion (DE&I) Leadership Series Dialogue.

[1] *Women in senior leadership refers to GCEO-2 and above, including Key Management employees.*
[2] *CIMB is committed to fair and inclusive leadership progression. With progress from 38% in 2023 to 42% in 2024, we continue investing in training and targeted programmes to build a diverse, future-ready leadership pipeline. Despite not achieving our initial target, we remain focused on continuous improvement.*

ADVANCING DIVERSITY AND INCLUSION IN LEADERSHIP IN CAMBODIA

In 2022, the Board of CIMB Bank Cambodia approved the Diversity and Inclusivity Policy, reinforcing equitable practices in:

- Recruitment and staff development
- Promotions
- Senior management decision-making

As a result, women now make up 60% of CIMB Cambodia's workforce, with 50% of middle to top management positions held by women – a significant achievement in a traditionally male-dominated industry.

Sustainable Action

INSPIRING INCLUSION ON INTERNATIONAL WOMEN'S DAY 2024

To mark International Women's Day, CIMB hosted the Inspiring Inclusion dialogue, part of our DE&I Leadership Series. Attended by 572 participants from CIMB Group's regional and international offices, the dialogue featured distinguished leaders sharing insights on fostering inclusive workplaces and overcoming barriers like the '*glass ceiling*' and '*sticky floor*'.

Moderated by Group CEO Novan Amirudin, the discussion featured thought-provoking contributions from distinguished speakers, including Tan Sri Dr Zeti Akhtar Aziz (Former Governor of Bank Negara Malaysia), Amanda Chin (CEO, Leader Energy – Retail), Ho Yuet Mee (Independent Director, CIMB Group), and Vera Handajani (Group Chief Risk Officer, CIMB Group Chief Risk Officer). The session underscored the transformative power of inclusion in driving innovation, collaboration and leadership across organisations. The panel emphasised expanding inclusion beyond gender to encompass race, generation and culture. Speakers shared strategies to embed Diversity, Equity and Inclusion into organisational practices, strengthen mentorship programmes and foster collaborative leadership cultures.

GENDER PAY EQUALITY

Fairness in compensation is central to CIMB's commitment to inclusivity and equal opportunities. We continue to prioritise equality in economic participation, closely monitoring gender pay equity as a key measure of our progress. At the Group level, the gender pay ratio remains balanced at 1.00 (male) to 1.01 (female), consistent with our commitment to maintaining parity and a pay gap that stays within a 5% threshold.

By continuously monitoring and addressing gender pay equality, we reaffirm our dedication to building a workplace where all employees, regardless of gender, are recognised, valued and compensated equitably for their contributions.

OUR 2024 PAY GAP

	Male	Female
Overall	1.00	1.01
Key and Senior Management	1.00	0.96
Middle Management	1.00	0.97
Junior Management	1.00	1.05
Non Management	1.00	1.01

Note: Data reflects pay ratios across Malaysia, Indonesia, Singapore, Thailand and Cambodia.

KEY OUTCOMES

- Balanced gender pay at the Group level with the ratio of 1.00 (male) : 1.01 (female)
- Increase in women in leadership ratio by 4.1%
- 20 differently-abled individuals employed across CIMB Group and Touch 'n Go in 2024

INCLUSION FOR TALENTS OF ALL ABILITIES

CIMB believes that talent comes in many forms, and every individual brings unique strengths to the workplace. By embracing the skills, resilience and perspectives of people with different abilities, we nurture a truly inclusive #teamCIMB. Currently, CIMB Group employs 14 persons with disabilities (PWD) across our workforce.

Meanwhile, Touch 'n Go Group, a wholly owned subsidiary of CIMB, has set a target to achieve 1% workforce representation of differently-abled people by 2030. As part of this commitment, Touch 'n Go is actively hiring neurodivergent individuals – people with cognitive differences that influence how they process information, learn and interact. This includes individuals with autism spectrum disorder, ADHD, dyslexia and anxiety disorders. Since 2022, Touch 'n Go has offered job opportunities to 17 differently-abled employees into its workforce.

During the year, TNG Group initiated structured pathways for recruitment, awareness and support for neurodiverse talents including:

- **Targeted Employment:** Providing roles that match a person's abilities, helping them work effectively while also learning and developing their skills
- **Awareness and Support:** Raising understanding among managers and teams through training sessions and dedicated resources for neurodivergent hires

Sharing by #teamCIMB

Raziah Sulaiman

Trade Shared Services, Malaysia and Singapore

The journey from an associate (clerical) staff to the Emerging Leaders programme demonstrates how CIMB encourages and provides a pathway for women to tap into their full potential.

I have been with CIMB for 21 years, starting as an associate (clerical) staff at the Trade Processing Centre. Over the years, I have remained with the department, now known as Trade Shared Services, Malaysia and Singapore. I've come to value the dynamic nature of my work. The variety keeps me engaged, constantly learning and motivated to grow.

Throughout my time at CIMB, I have had the privilege of working with many admirable leaders. Among them, my first supervisor, Rohainy Abd Latiff, remains my ultimate role model as a leader. She was results-oriented, cultivated a strong sense of teamwork and was always willing to offer guidance and support. Her leadership style is something I deeply admire and strive to emulate, and is one of the reasons I considered the Emerging Leaders programme.

The support of my leaders, along with both my direct and extended teams, has been instrumental in shaping my journey and encouraging me to join the Emerging Leaders Programme. It was my group head, Rosmawarni Abdul Samad, who first encouraged me to apply, showing her belief in my potential and helping me realise I could step into a leadership role. Although I couldn't join in 2023 due to an ongoing project. However, once it was completed the following year, Puan Rosmawarni once again encouraged me to apply. My supervisor, Patrick John Pereira, was equally supportive, despite having known me for less than 12 months. He also suggested broadening my scope of knowledge beyond Trade Finance, to give myself more opportunities for career advancement in the future. My managers' support has empowered me to believe in my potential and confidently step forward in my leadership journey.

The biggest takeaway for me so far has been the value of considering multiple perspectives when deciding on a course of action. In management and teamwork, it's easy to focus on the issues that directly affect you and your team, without taking into account how other teams that are involved may have different priorities or concerns. During this programme, I have learned to incorporate the various perspectives of bottom, middle and top management, while also factoring in customer experience, into my decision-making process.

I am deeply grateful to be surrounded by a team at CIMB that helps me recognise my own potential while encouraging me to grow into the best version of myself through courses like the Emerging Leaders programme. By fostering an environment that values inclusivity and growth, CIMB invests in its people as long-term assets and actively creates opportunities for women to step into leadership roles.

Governance & Risk

At CIMB, governance and risk management go hand in hand, forming the backbone of our ability to build resilience, create value over the medium to long term, and establish and maintain trust with our stakeholders.

They also act as guardrails, helping us navigate complex challenges while upholding ethical practices. By addressing risks early, balancing diverse stakeholder needs and prioritising long-term outcomes, we align our decision-making with our commitment to support people and the planet while driving meaningful progress.

04

First Malaysian bank to complete **2030 net zero target setting** for high-emitting sectors

Published our **Statement on Biodiversity and Nature**

First Malaysian bank to extend our **human rights grievance mechanism** to communities impacted by the actions of our clients and suppliers

INSIDE THIS SECTION

100 Governance and Ethics

103 Risk Management and Business Resilience

109 Sustainable and Responsible Finance: Managing Environmental and Social Risks in Financing and Capital Raising

116 Climate Change: Risks and Opportunities

143 Nature and Biodiversity

145 Human Rights

Rooted in the shared values of #teamCIMB, our approach to governance and risk is built on:

OUR FOCUS AREAS

- **Strong governance systems** that are based on transparency, accountability and integrity
- **An integrated risk management approach** that incorporates environmental and social risks, as well as ethical considerations into daily decision-making and operations
- **Robust policies and processes** that uphold strict compliance with corporate ethics, anti-corruption and anti-bribery regulations
- **Proactive sustainability risk management**, covering climate, nature and human rights risks, to drive long-term value creation and support a just transition towards a low-carbon and more equitable economy

MATERIAL TOPICS	2024 ACHIEVEMENTS
Governance and Ethics	• Achieved a well-rounded Board composition, with 64% independent directors and 36% female directors on CIMB Group Holdings Berhad's Board • Developed a Board-approved Climate Disclosure Framework to ensure transparent, accurate and balanced climate disclosure • Enhanced sustainability accountability at the Board level by enhancing sustainability and climate considerations in the Terms of Reference of key Board committees
Risk Management and Business Resilience	• Strengthened risk management in projects we finance by enhancing financing requirements for the Coal and Palm Oil sectors and expanding our exclusions list to align with our updated Net Zero and No Deforestation, No Peat, No Exploitation commitments • Enhanced governance in financing by expanding the scope of our Group Sustainable Financing Policy to align with Net Zero commitments • Improved risk evaluation of financed projects with the launch of our Integrated Sustainability Assessment Tool, which enhances internal efficiency while improving the customer experience during the evaluation process
Climate Change: Risks and Opportunities	• First Malaysian bank to complete 2030 net zero target setting for high-emitting sectors • Strengthened climate risk management by implementing a Climate Risk Management Standard, maintaining systematic consistency across processes • Enhanced climate risk assessment through a successful proof-of-concept physical risk assessment on property-backed portfolios, including mortgages, commercial real estate financing, income-producing real estate and business loans secured by properties • Advanced climate resilience initiatives by conducting our inaugural Bank Negara Malaysia Climate Stress Testing exercise, scheduled for completion in June 2025
Nature and Biodiversity	• Reinforced commitments through the publication of CIMB's Statement on Biodiversity and Nature • Led national and global knowledge sharing such as at the Malaysian National Biodiversity Policy Implementation – Business Advisory Group and the UNEP FI PRB Nature Capacity-Building Programme
Human Rights and Labour Standards	• First Malaysian bank to extend our human rights grievance mechanism beyond internal operations, allowing communities and employees within clients' businesses or supplier networks to report grievances linked to CIMB's business relations • Supported our clients to improve their human rights risk management, with 95% of action plans due in 2024 met, exceeding our target of 75%

Governance & Risk

GOVERNANCE AND ETHICS

Transparency, fairness and integrity shape our daily decisions, guiding how we work with our stakeholders. By staying true to these values, we contribute to a future that is stronger, fairer and more resilient for everyone.

THE BOARD: INDEPENDENT, ACCOUNTABLE AND DIVERSE

CIMB's Board of Directors plays a crucial role in upholding strong corporate governance. Their leadership upholds integrity across the Group, balancing the interests of stakeholders while navigating an ever-evolving business landscape. Guided by CIMB's Board Charter, the Board provides strategic direction, oversees management and holds the Group accountable for achieving its goals, including advancing our sustainability framework.

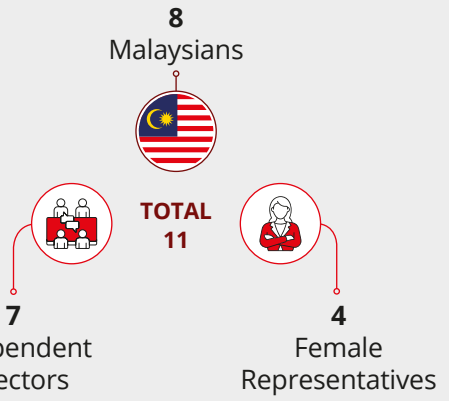
We recognise the critical role Independent Directors play in strengthening the Board's effectiveness. To maintain their independence and integrity, we adhere to strict criteria aligned with regulatory standards as outlined in CIMB's Board Charter on our website.

CIMB's Board follows a one-tier system, bringing together Independent and Non-Independent Directors. This structure ensures a balanced mix of skills, backgrounds and experiences that enrich decision-making. The Board's composition and diversity are actively monitored and guided by our Board Composition and Skill Set Framework to ensure we benefit from a broad range of perspectives and expertise.

KEY OUTCOMES

- 36% female representation on CIMB Group Holdings Berhad Board as of December 2024

Composition of CIMB Group Holdings Berhad Board as of December 2024



CIMB is committed to continuously improving Board effectiveness. Each year, we work with our Group Nomination and Remuneration Committee (GNRC) to assess the Board, its Committees and individual Directors. To ensure fairness and transparency, we engage an independent external party to conduct this assessment at least once every three years.

In 2024, the Board of CIMB Group Holdings Berhad met 15 times, exceeding the required six meetings per year. Attendance was 96.4%, surpassing the minimum requirement of 75%.

POLICIES THAT GOVERN OUR CORPORATE ETHICS

Clear policies guide how we uphold corporate ethics at CIMB, reflecting our commitment to integrity and responsible business practices. Beyond regulatory compliance, these policies shape how we work, build trust and strengthen relationships with our stakeholders.

CODE OF ETHICS AND CONDUCT

Since its introduction in January 2017, CIMB Group has consistently reinforced adherence to The Code among our staff. This commitment is reflected in mandatory e-learning modules, annual attestations by all employees and various internal awareness programmes designed to facilitate comprehensive understanding and compliance. The Code is further emphasised through firm disciplinary action in response to any breaches, underlining the Group's zero-tolerance stance toward misconduct.

The Code undergoes regular reviews to remain relevant and effective, with the latest enhancements introduced in July 2024. These revisions place a stronger emphasis on critical areas such as the No Gift Policy, sexual harassment prevention and fostering a respectful workplace, which encompasses data privacy, appropriate conduct and consideration for remote working conditions. It also reinforces escalation procedures for misconduct and substance abuse awareness. All employees must fully understand and comply with these standards. Management remains resolute in its expectation of high ethical standards and will take swift action to address any misconduct to maintain a sound and conducive work environment for all.

BRIBERY AND CORRUPTION

We have zero tolerance towards bribery and corruption at all levels. Our Group Anti-Bribery and Corruption Policy outlines the measures to prevent and address such misconduct. Applicable to all CIMB employees, from senior leadership to frontline staff, as well as associated persons including vendors, agents, sponsors and consultants, the policy aligns with local laws, fostering a culture of integrity and emphasising prompt reporting of any irregularities, malpractice or wrongdoing to management.

FINANCIAL CRIME

CIMB Group is fully committed to safeguarding the financial system and continues to invest proactively in its people, processes, and systems to remain vigilant against financial crime – an ever-growing and constantly evolving threat to the financial industry and global economy. Our policies and procedures are routinely reviewed to ensure full compliance with all applicable legal and regulatory requirements while adopting industry best practices relevant to our organisation. We continuously enhance our controls and foster a strong culture of compliance across all levels of the organisation.

As financial crime becomes more prevalent and complex, our Anti-Money Laundering and Counter-Financing of Terrorism Policy outlines our approach to combating these threats. All employees undergo mandatory annual training to safeguard the Bank and our customers against evolving risks.

TAX MANAGEMENT

We comply with all applicable tax laws and uphold full and timely tax payments in every jurisdiction where we operate. This includes accurate registration, timely tax return filing, proper documentation and transparent reporting. In 2024-2025, we are implementing e-invoicing to streamline tax processes, reduce business costs and support the Malaysian Government's economic goals. Our Tax Policy outlines our approach to responsible tax management.

From 2025, the Group will comply with the Global Minimum Tax Pillar 2 requirements in line with Malaysia's implementation. This initiative, introduced under the OECD/G20's Base Erosion and Profit Shifting (BEPS) project, establishes a minimum effective tax rate of 15% on business profits for multinational enterprises, reinforcing measures against tax avoidance and promoting a fairer tax system.

WHISTLEBLOWING POLICY

Having a secure and reliable whistleblowing channel ensures that individuals can report unethical or unlawful behaviour without fear of retaliation. Our Group Whistleblowing Policy outlines the process and provides a confidential platform for stakeholders to report concerns involving CIMB's management, employees or associated persons.

Read more about our Policies and Statements on our website:

Corporate Governance: Policies and Statements

Our contributions to industry associations, financial industry bodies and apex institutions

GOVERNANCE OF SUSTAINABILITY

Sustainability is a cornerstone of CIMB's business strategy and decision-making, a priority and a shared responsibility across the Group embedded within our robust governance framework. By fostering accountability, transparency and strategic alignment, we can address the evolving needs of our stakeholders while driving meaningful action for people, communities and the planet.

Our Sustainability governance framework integrates responsible practices into CIMB's business strategy, helping us build resilience and drive innovation while addressing key risks and opportunities for our stakeholders.

Here is how ESG is governed at CIMB:

BOARD OVERSIGHT

Board of Directors:
- The highest governance body responsible for CIMB's sustainability strategy, overseeing material ESG issues, risks and opportunities

Group Sustainability and Governance Committee (GSGC):
- Meets quarterly to support the Board in upholding ethical conduct, integrity and responsibility
- Provides oversight and guidance on strategies, frameworks and policies for material matters such as climate change, economic inclusion, anti-bribery and corruption
- Oversees sustainability-related strategies, risks and opportunities, ensuring alignment with the Group's broader objectives

Other Board Committees:
- The Board Risk and Compliance Committee (BRCC), Audit Committee (AC) and Group Nomination and Remuneration Committee (GNRC) provide targeted oversight of specific sustainability-related matters within their respective domains

Governance & Risk

MANAGEMENT OVERSIGHT AND IMPLEMENTATION COORDINATION

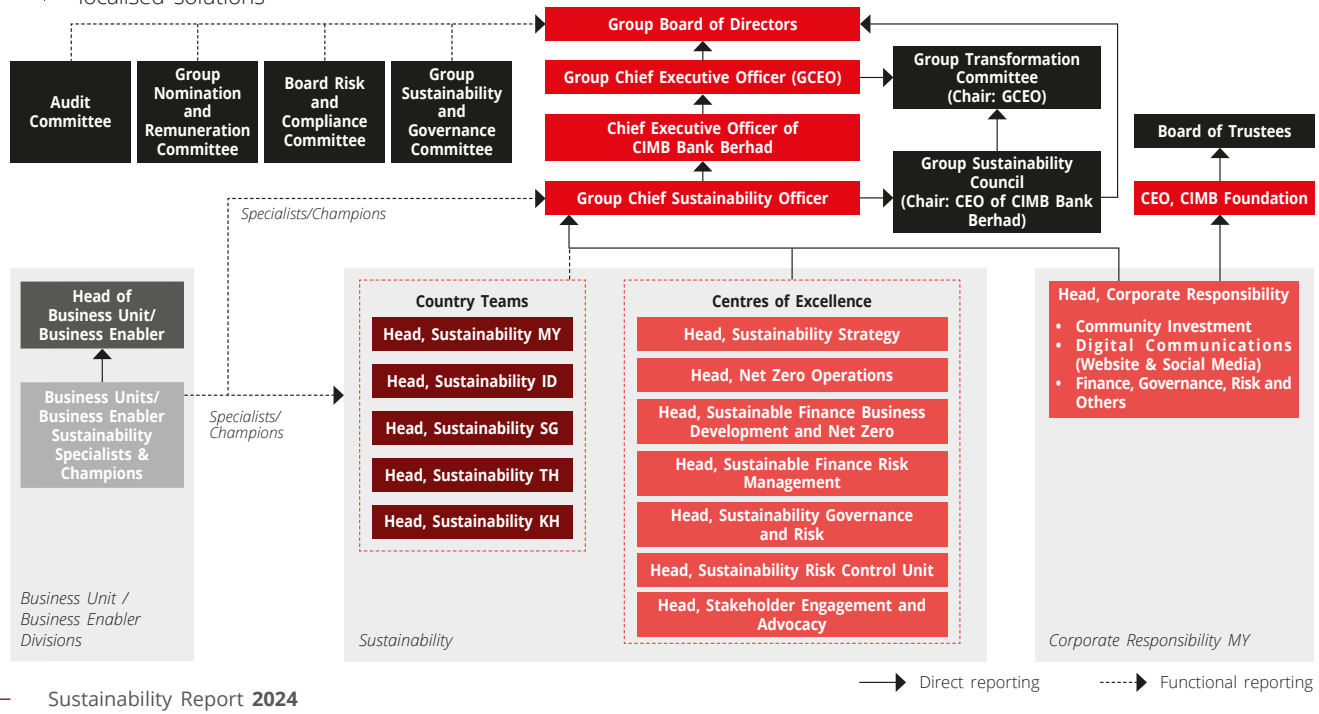
Group Transformation Committee (GTC):
- Chaired by the Group CEO, the GTC oversees the execution of the Sustainability Programme as a key strategic initiative for CIMB

Group Sustainability Council (GSC):
- Chaired by the CEO of CIMB Bank Berhad, the GSC comprises of representatives from across countries and business units
- Monitors the sustainability risk profile of the Group's business activities
- Ensures implementation of sustainability policies, procedures and controls

Group Sustainability Division:
- Responsible for executing sustainability strategies, priorities and initiatives across the Group
- Includes Centres of Excellence, such as a dedicated Governance and Risk Unit
- Works closely with Country Sustainability Teams to deliver localised solutions

IMPLEMENTATION AND EXECUTION

Embedded Sustainability Champions and Specialists:
- Introduced in Malaysia in 2022 and progressively scaled across the region to mainstream the Group's sustainability efforts
- Embedded full-time sustainability specialists and part-time sustainability champions, promoting decentralised innovation and drive a sustainability-driven culture, values and accountability at all levels



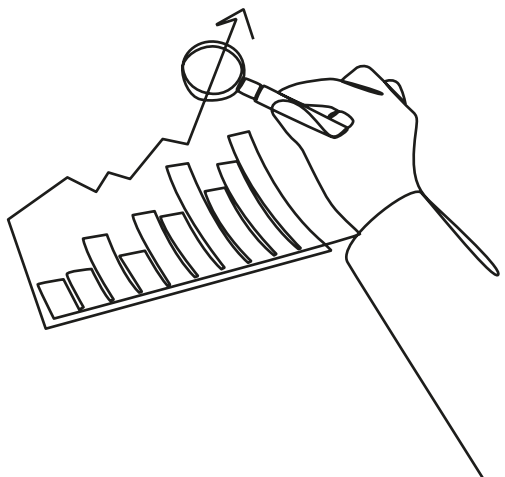
SUSTAINABILITY LINKAGES TO PAY

At CIMB, our commitment to sustainability is reflected in how we assess and reward performance. Sustainability Key Performance Indicators (KPIs) are embedded in scorecards at the corporate, divisional and individual levels, aligning individual, team and organisational goals with our objectives.

How We Tie Sustainability to Performance and Pay

Corporate Scorecard:
- Tracks the Group's overall progress against predefined objectives and timelines, including those related to sustainability goals
- Reviewed and reported to governing committees for accountability and alignment with other strategic priorities

Collective Scorecards:
- Applied to the Group CEO, and top management of all divisions and countries
- Assesses team-based performance alongside individual contributions
- Includes sustainability KPIs which carries a 5% weightage, influencing the bonus pool for each division and directly linking compensation to sustainability achievements



Individual Scorecards

- Sustainability KPIs are embedded into individual scorecards for those with critical responsibilities in executing the sustainability agenda, aligning their roles with measurable contributions. Examples include:
  - Mobilising sustainable finance through CIMB's GSSIPS framework for retail and non-retail clients
  - Maintaining accurate classification of sustainable finance transactions as per our GSSIPS framework
  - Achieving economic inclusion and financial literacy targets for vulnerable groups
  - Completing sustainability due diligence within set timeframes while maintaining quality standards
  - Conducting a preliminary nature and biodiversity risk assessment for key nature related sectors, including risks linked to long-term climate change, and publishing of the Group's position
  - Driving initiatives to develop a sustainable supply chain
  - Reducing Scope 1 and 2 GHG emissions by division and country against the 2019 baseline
  - Providing sustainability training for #teamCIMB
  - Enhancing human capital development and promoting diversity and inclusion

By integrating ESG priorities into performance and pay, we reinforce their importance across the Group and create accountability at every level.

SUSTAINABILITY POLICIES

GROUP SUSTAINABILITY POLICY

- Guides all our sustainability initiatives
- Establishes overarching principles and approach to sustainability, including sustainability risk management
- Facilitates the identification, assessment, mitigation and management of sustainability risks within the Group
- Enhanced in 2024 to include governance on how we manage key focus areas such as GSSIPS, Net Zero Operations, Sustainable Procurement and Sustainability Communications, along with enhanced governance processes and internal requirements

GROUP SUSTAINABLE FINANCING POLICY

- Governs the identification and management of environmental and social (E&S) risks within non-retail financing transactions and capital-raising deals
- Integrates E&S considerations into financing decisions at both client and transaction levels to identify and manage E&S risks arising directly or indirectly from CIMB financed clients and activities
- Enhanced in 2024 to include smaller SME Banking clients in addition to larger Business Banking clients, as well as updates to governance processes, revised workflows and streamlined tools

GROUP HUMAN RIGHTS POLICY

- Outlines our commitments, principles and approach to human rights
- Governs the identification, assessment and management of salient human rights risks
- Enhanced in 2024 to include expanded grievance mechanisms and remediation processes, enabling communities and employees of clients and suppliers to report grievances related to CIMB's business relations

For our full suite of our internal policies, please refer to the Internal Policies, Procedures and Guidelines section on page 230 to 236 of the Integrated Annual Report

RISK MANAGEMENT AND BUSINESS RESILIENCE

Robust risk management keeps CIMB resilient, enabling us to continue serving our customers and creating value for stakeholders despite economic shifts, as well as environmental and social factors. We focus on identifying risks early and taking proactive steps to mitigate their impact, allowing us to respond and adapt to challenges in a timely and effective manner. Guided by a comprehensive risk management framework, we focus on four key activities: Risk Identification and Assessment, Risk Measurement, Risk Management and Control, and Risk Monitoring and Reporting. This structured approach enables us to support our stakeholders and create long-term value, even in the face of evolving challenges.

ENTERPRISE-WIDE RISK MANAGEMENT FRAMEWORK

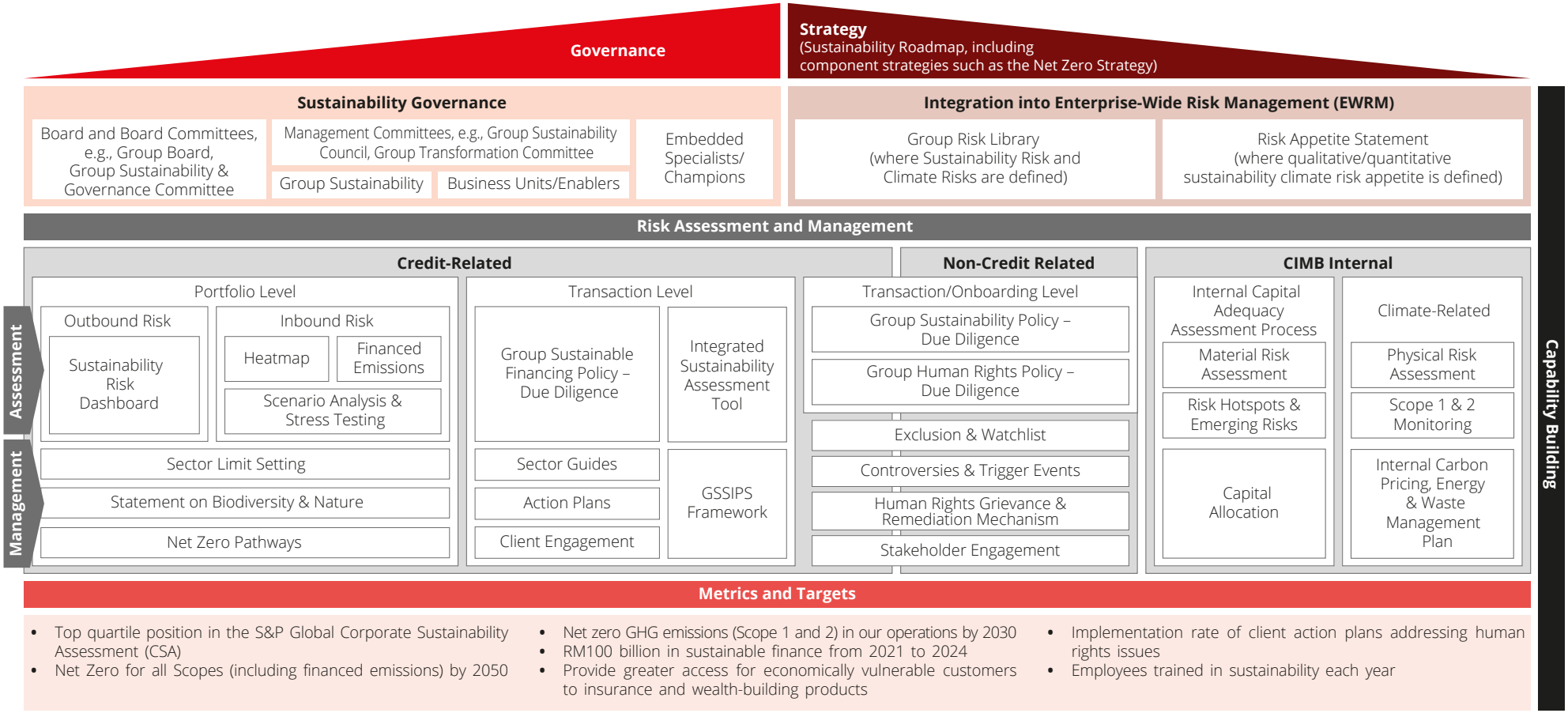
Our Enterprise-Wide Risk Management (EWRM) Framework provides a comprehensive architecture for managing risks across all entities and businesses within the Group. It addresses the critical components of effective risk management, including:

- **Risk Culture:** Building a strong culture where risk awareness and accountability are deeply ingrained
- **Governance and Organisation:** Establishing clear structures and roles to oversee and manage risks effectively
- **Risk Appetite:** Defining the acceptable level and types of risks the Group is prepared to take
- **Risk Management Processes:** Implementing systematic processes to identify, assess, manage and monitor risks
- **Risk Management Infrastructure:** Maintaining robust systems and tools to support risk management activities

Governance & Risk

CIMB GROUP SUSTAINABILITY RISK MANAGEMENT FRAMEWORK

Our Group Sustainability Risk Management Framework is supported by the three lines-of-defence model, which promotes clear accountability and consistency in risk management across the Group. Sustainability risk is identified and managed as a key risk under our EWRM Framework. As defined in our Group Risk Library, it impacts other risk areas such as credit, market, liquidity, operational and reputational risk.



Learn more about our Group Sustainability Risk Management Framework on our website

We assess a wide range of factors in our business transactions and operations, including environmental issues such as climate change, nature impacts and resource use; social considerations, including community wellbeing and workplace practices; economic challenges, such as market shifts and resource costs; and ethical concerns, including transparency and responsible governance. By addressing these considerations, we aim to mitigate potential risks to CIMB and our stakeholders who depend on our products and services, reinforcing our commitment to long-term stability and shared success.

ENVIRONMENTAL RISKS CONSIDERED

Climate Change
Physical risks such as extreme weather events and transition risks, including regulatory changes that may lead to business disruption and negative financial impacts

Deforestation
Land-use changes, including forest clearing for logging, agriculture, livestock ranching, industrialisation and urbanisation

Energy Use
High or inefficient consumption of electricity from non-sustainable sources, leading to increased GHG emissions

Biodiversity Loss
Activities that damage natural habitats, introduce invasive non-native species or lead to the overexploitation and depletion of biodiversity stocks

Water Scarcity
Excessive water use, particularly in water-scarce regions or catchment areas, where development may impact water availability

Ecosystem Degradation
Permanent or significant impacts on sensitive ecosystems such as mangrove, peat swamp or limestone areas

Waste and Pollution
Poor waste and by-product management, contributing to terrestrial, freshwater, and marine pollution

Marine Environment
Pollution and destructive activities, such as bottom trawling, that negatively impact marine ecosystems

SOCIAL RISKS CONSIDERED

Health and Safety
Unsafe working conditions, including the lack of personal protective equipment, the absence of workplace safety policies and procedures and insufficient medical coverage

Communities
Activities that impact native customary rights and inhabited areas, including failure to obtain the Free, Prior and Informed Consent of communities impacted by business activities

Human Rights and Labour Issues
Factors affecting workers' rights and wellbeing, including discrimination, debt bondage, unfair benefits, remuneration and contractual agreements; and lack of rights to form unions, freedom of movement, access to remedy and provision of basic needs such as housing, water, healthcare and education

Diversity, Equity and Inclusion
Behaviours that do not contribute to a fair and equitable work environment or dishonour the dignity and respect of employees including any form of harassment, whether sexual or otherwise

ECONOMIC/ETHICAL RISKS CONSIDERED

Institutional Integrity
Poor management practices that may result in failure to meet commitments, environmental, social or reputational risks, as well as concerns related to governance, bribery, corruption, cybersecurity and data privacy

Governance & Risk

The environmental, social, economic and ethircal risks outlined can result in financial risks to our clients and other stakeholders, and ultimately to CIMB. In making financing and business decisions, we consider these risks in line with our sustainability commitments:

Credit Risk

The potential for financial losses arising from a client's inability to meet their obligations to the Bank due to reasons such as failure to anticipate and manage environmental and social risks in their business, inadequate control over environmental impacts or poor management oversight

Reputational Risk

The potential risk of reputational damage to the Bank, either directly or by association, due to material issues such as legal or regulatory non-compliance, failure to meet ESG commitments, or involvement in significant controversies that could impact stakeholder trust

Operational Risk

The risk of loss arising from inadequate or failed processes, people and systems, or from external events, as well as failure to meet sustainability requirements, such as non-compliance with ESG standards

Collateral Risk

The potential for financial losses arising from the loss or devaluation of collateral pledged to the Bank due to reasons such as a client's failure to adequately protect these assets through effective environmental and social risk management systems and controls

Market Risk

The potential for disruption and negative shifts in the value, supply or demand for products and services due to environmental and social risks linked to their production or consumption

Liquidity Risk

The risk of not being able to meet short-term financial demands due to insufficient cash, the inability to convert a security or hard asset to cash without a loss of capital and/or income in the process. This includes challenges arising from sustainability factors, such as the inability to liquidate assets tied to sustainable investments or the financial impact of failing to adhere to ESG commitments

Legal Risk

The potential impacts of legal or regulatory non-compliance due to the failure to adequately address environmental and social risks leading to punitive measures such as regulatory fines, penalties or sanctions

Technology Risk

The potential risks related to technologies and machinery due to reasons such as the transition to more sustainable, low-carbon and energy-efficient production methods, resulting in loss of customers and market share

EMERGING RISKS

We know the world is constantly changing, and new risks can arise that affect not just businesses, but also people, communities and the planet. At CIMB, we proactively identify and assess these emerging risks early. We gather insights from trusted sources like industry reports, market trends, discussions with regulators, stakeholder feedback and collaborative conversations that guide our decision-making.

Emerging Risk	Description of Risk	Potential Business Impact	Mitigating Actions	Probability and Severity
Biodiversity Loss and Ecosystem Collapse	***Biodiversity Loss*** The decline in species diversity and abundance, along with the degradation of ecosystems and their services. This can result from habitat destruction, pollution, climate change, overexploitation of resources and the introduction of invasive species. ***Ecosystem Collapse*** The rapid and irreversible deterioration of an ecosystem's structure, function, and services. This can be triggered by major disturbances such as natural disasters, disease outbreaks, or human interventions that disrupt the delicate balance between species and their environment.	Biodiversity loss and ecosystem collapse present significant risks to human wellbeing and both the ASEAN and global economies. Key impacts include: • Reduced agricultural productivity, disrupting supply chains and impacting food security • Increased disease transmission due to the loss of natural pest control mechanisms • Disproportionate harm to vulnerable communities • Business disruptions for sectors dependent on ecosystem services For financial institutions, negative impacts can be both direct and indirect through lending, financing, investment and underwriting activities.	We recognise the importance of biodiversity protection and restoration in maintaining ecological balance. Our key actions include: • Contributing to government policy consultations and industry working groups to shape future policies • Engaging with industry players to understand challenges and explore ways forward • Participating in international discussion forums to implement best practices. In 2024, we published our Statement on Biodiversity and Nature and commenced development of a strategy and roadmap. Set for publication in 2025 alongside sectoral assessments, these initiatives build on our NDPE commitment requirement, which has been in place since 2022.	High Probability High Severity

KEY OUTCOMES

- Enhanced risk assessment of our financing through strengthened policies, frameworks and sector requirements as well as the Integrated Sustainability Assessment Tool

Governance & Risk

Emerging Risk	Description of Risk	Potential Business Impact	Mitigating Actions	Probability and Severity
Anti-ESG Sentiments	The growing political divide on climate change has led to rising anti-ESG sentiments, particularly in the US, where regulatory pushback has resulted in bans on ESG-based investments and corporate retreats from sustainability commitments. Major banks, asset managers and insurers have exited climate coalitions, while some companies have scaled back Diversity, Equity and Inclusion (DEI) initiatives due to shifting political and investor pressures. Despite these headwinds, global climate action continues. COP29 secured commitments to mobilise US$300 billion annually for developing nations by 2035, though this remains short of what experts say is needed. As the ESG landscape evolves, financial institutions must balance regulatory, political and stakeholder expectations while staying committed to long-term sustainability goals.	The rise of anti-ESG sentiments is reshaping the global sustainability landscape, introducing geopolitical and economic uncertainty. Key potential impacts include: • Governments influenced by anti-ESG sentiments may introduce policies that weaken or oppose sustainability initiatives, creating an unpredictable business environment and hindering CIMB's ability to meet its sustainability commitments • A shift towards non-ESG sectors could divert financing away from sustainable projects, impacting the growth of green industries and increasing investment volatility • Reduced policy support for ESG initiatives may delay advancements in green technologies, such as carbon capture and renewable energy, potentially slowing the transition to a low-carbon economy	We take a structured, science-based approach to climate commitments, upholding transparency, collaboration and measurable outcomes. We are therefore: • Engaging policymakers, regulators, investors, industry bodies and businesses to share knowledge and develop solutions that drive meaningful progress • Grounding our targets in scientific methodologies keeping them robust, data-driven and aligned with international frameworks • Adhering to local regulations and referencing local taxonomies while actively contributing to the development of climate policies • Monitoring evolving market trends and public sentiment to refine strategies • Engaging and supporting high emission industries in transitioning sustainably	Medium Probability High Severity
Greenwashing Risk	CIMB's commitments, such as achieving Net Zero by 2050, and No Deforestation, No Peat and No Exploitation are typically phased in across our operating markets. For example, in 2022, we rolled out our NDPE commitment requirement in larger markets, while smaller markets adopted the policy in 2023. At the same time, expectations and standards for responsible banking are rising rapidly. With multiple parties within CIMB communicating sustainability efforts across various channels, there is a risk of miscommunication or overstating sustainability claims.	Greenwashing – or even an allegation of it – can harm the Bank's reputation and erode trust, making it critical to maintain credibility in our commitments. Potential impacts include: • Increased regulatory scrutiny, leading to stricter oversight and compliance requirements • Reputational damage, affecting stakeholder trust and market competitiveness • Loss of investor confidence, potentially impacting funding and partnerships • Decline in employee morale and productivity • Challenges in attracting quality candidates	To mitigate greenwashing risks, we focus on: • Regularly reviewing policies and commitments to align with evolving expectations • Strengthening governance and monitoring mechanisms to uphold transparency and accountability • Minimising the time gap between announcing and implementing policies across our footprint • Implementing the Sustainability Communications Procedure to guide sustainability-related communications • Mitigating inaccurate disclosures by aligning with recognised reporting frameworks and obtaining third-party verification	Medium Probability High Severity

SUSTAINABLE AND RESPONSIBLE FINANCE: MANAGING ENVIRONMENTAL & SOCIAL RISKS IN FINANCING AND CAPITAL RAISING

CIMB recognises that our environmental and social (E&S) responsibilities extend beyond our own operations to the products and services we provide. Through robust E&S due diligence, we aim to prevent or mitigate harm to communities and the environment while supporting our clients in building more resilient and future-forward business models. By helping our clients manage these risks effectively, we not only strengthen their resilience but also build trust and reinforce CIMB's long-term performance, aligning our purpose with responsible economic growth.

Our sector guides and active client engagement approaches are designed to help raise the standard of responsible business practices across the region. These efforts not only support the global sustainable development agenda but also create opportunities for meaningful, long-term impact.

We adopt a holistic approach to sustainability by not only focusing on mitigating risks within our own portfolio but also supporting the broader financial sector to improve E&S practices. Through collaboration, knowledge-sharing, and fostering innovation, we aim to drive systemic change and elevate industry standards, for a more resilient financial ecosystem. For example, via CIMB Islamic, we have contributed to the Value-based Intermediation Financing and Investment Impact Assessment Framework (VBIAF) Sectoral Guide for Oil and Gas, reinforcing our commitment to strengthening E&S risk management across the financial sector.

SUSTAINABLE FINANCING FRAMEWORK AND POLICY

Our Group Sustainable Financing Policy (GSFP) governs E&S risk management for non-retail financing and capital-raising transactions, establishing a robust approach to addressing E&S impacts. Key GSFP risk management processes and sectoral position statements for industries with high E&S risks are laid out in our Sustainable Finance Framework (SFF), which is available on our website.

KEY UPDATES

Expansion of GSFP Scope
Expanded E&S due diligence to include SME clients, providing them with tailored guidance, capacity-building and assistance to help integrate sustainability into their operations. This has been rolled out to Malaysia and will gradually expand to other countries

Integrated Sustainability Assessment Tool (ISAT)
Rolled out an integrated tool for frontliners, consolidating sustainability due diligence, Bank Negara's CCPT requirements, sector-specific criteria and GSSIPS evaluation

Refined Escalation Routes
Strengthened governance with clearer escalation processes for exemptions, watchlist decisions and dispute resolution

To ensure accountability and effectiveness, Group Sustainability conducts biannual control tests on these policies, while the Group Corporate Assurance Division performs periodic audits to uphold compliance and drive continuous improvement.

SUSTAINABILITY SENSITIVE SECTORS

CIMB has identified 150 sub-sectors across 10 industries as Sustainability Sensitive Sectors (SSS). To guide our approach to these sectors, we have developed sector guides for seven industries i.e., Palm Oil, Forestry (including rubber), Oil & Gas, Construction and Infrastructure, Coal, Mining and Quarrying, and Manufacturing. These sector guides outline our financing requirements and considerations (available in our Sustainable Finance Framework), including any financing prohibitions.

We regularly review and enhance our SSS requirements, to enable alignment with evolving standards and best practices. This includes expanding the scope to new sectors and prioritising those with significant environmental and social impacts, such as carbon intensive sectors. In 2024, we updated several sector guides, adding requirements for GHG management and monitoring for carbon intensive sectors in addition to revisions in the Coal, Palm Oil and Oil & Gas sector guides to align with our Net Zero commitments.

KEY SECTOR GUIDE ENHANCEMENTS

Coal

New revenue thresholds
- Cap of 25% direct revenue from thermal coal for new clients (effective 1 Jan 2025)
- Cap of 50% direct revenue from thermal coal mining, and 50% coal power generation, for existing clients (effective 1 Jan 2030)

Expanded prohibitions
- Existing thermal coal mines and coal-fired power plants
- Acquisitions of thermal coal mines and coal-fired power plants*
- Modification and retrofitting of coal-fired power plants*
- Greenfield infrastructure projects for thermal coal mining activities

Palm Oil

Expansion of NDPE coverage
- Inclusion of third-party suppliers

Supply chain traceability
- Requirement to establish a traceability mechanism to the plantation level

GHG requirements
- Requirement to report GHG emissions, including Scope 1, 2 and Scope 3 emissions from sourcing of fresh fruit bunches for integrated clients

Oil & Gas

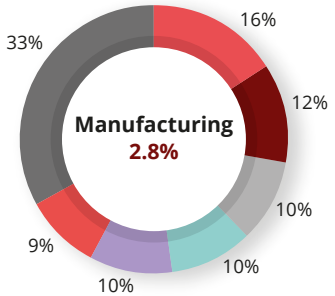
New prohibition
- No new dedicated financing for oil field projects approved for development after 31 December 2021

* *Unless designated for green/transition purposes, provided they do not extend the lifespan or increase the capacity of coal-fired power plants (CFPPs).*

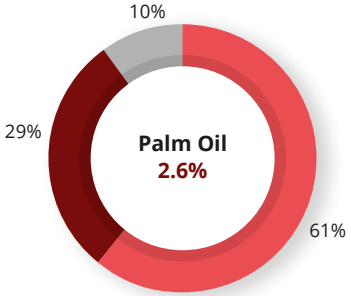
Country-level assessments enable us to align and adapt our approach with local conditions and realities. For details of our methodology and sector specific requirements, refer to the Sustainable Finance Framework on our website.

Governance & Risk

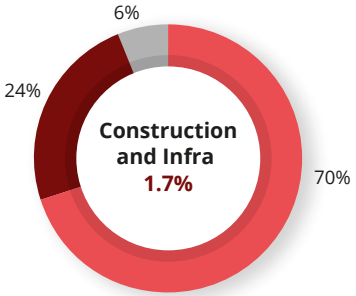
Portfolio Exposure to Sustainability Sensitive Sectors



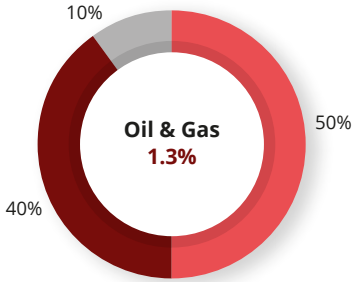
- Automotive
- Plastics
- Machinery and Equipment
- Chemicals
- Electrical and Electronic Equipments
- Textiles, Apparel and Leather Goods
- Other Manufactured Goods/Trading



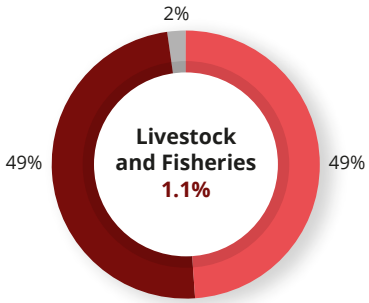
- Planting
- Manufacturing
- Trading



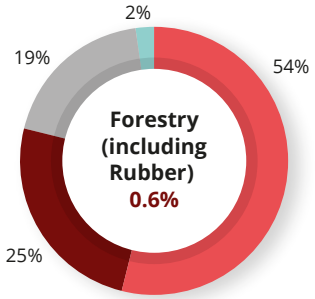
- Construction
- Infrastructure
- Manufacturing of Concrete, Cement and Building Materials



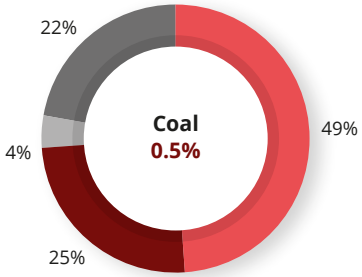
- Downstream
- Support Activities
- Extraction



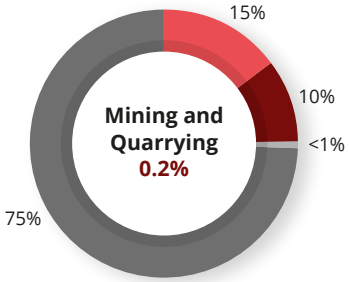
- Livestock
- Trading
- Fisheries



- Pulp and Paper
- Wood and Wood Products
- Trading
- Forestry and Rubber



- Extraction
- Coal-Fired Power Plants
- Trading
- Others



- Stone, Sand and Clay
- Iron Ores
- Tin
- Other Metals and Non-Metals

Exposure as a percentage of total Group gross loans/financing as at 31 December 2024 in Malaysia, Indonesia, Singapore, Thailand and International Offices. Sustainability-sensitive sectors are sectors identified as having high environmental and/or social risks, including nature and climate-related transition risks. The exposure percentages disclosed here may differ from other portfolio exposure figures disclosed throughout this report, or other public disclosures, due to variations in the scope of each disclosure.

SUSTAINABILITY DUE DILIGENCE

Financing and capital-raising transactions undergo a robust Sustainability Due Diligence process:

Basic Sustainability Due Diligence

Conducted by Frontliners (RMs) using the **Integrated Sustainability Assessment Tool**, which includes:
- Exclusion list/Sustainability Watchlist
- Controversy checks
- Human Rights risk
- Physical and transition risk
- Sector Guide requirements
- BNM's CCPT due diligence checklist

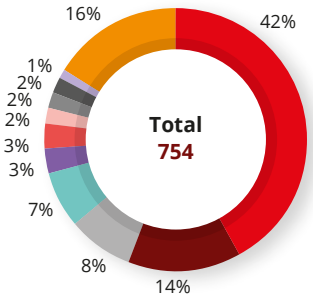
Enhanced Sustainability Due Diligence

Conducted by Sustainability team, which includes:
- E&S risk assessment
- Controversy and mitigation assessment (desktop research)
- Third-party data checking (e.g. S&P, Global Coal Exit List)
- Client engagement

Recommendation & Approvals

Potential Recommendations by Sustainability team:
- Rejected
- Not Recommended
- Recommended with Action Plan(s)
- Recommended with Notes
- Recommended for Approval

High sustainability risk cases and disputed cases escalated to GEXCO (and potentially, Board) for approval



Enhanced Sustainability Due Diligence in 2024, by Sector

- Palm Oil
- Manufacturing
- Livestock and Fishery
- Coal (Mining, Construction, CFPG/CFPP)
- Forestry
- Construction and Infrastructure
- Mining and Quarrying
- Electric Power Generation (Non-Coal)
- Oil & Gas
- Permitted Exemptions
- Others

In 2024, CIMB conducted Basic Sustainability Due Diligence (BSDD) on 64,592 non-retail clients (97% of non-retail clients*). Of these, 754 cases (1.2%) were escalated for Enhanced Sustainability Due Diligence (ESDD). Action plans were agreed and issued for 75 cases, while two cases were not recommended to proceed for approval, due to high environmental and social risk. For more details, refer to section Clients with Action Plans Due in 2024 on page 114.

* *Covers non-individual Wholesale and Business Banking clients across Malaysia, Indonesia, Singapore, Thailand and Cambodia. Malaysia figures now include SME Banking clients following the July 2024 update to the Group Sustainable Financing Policy.*

Project Financing

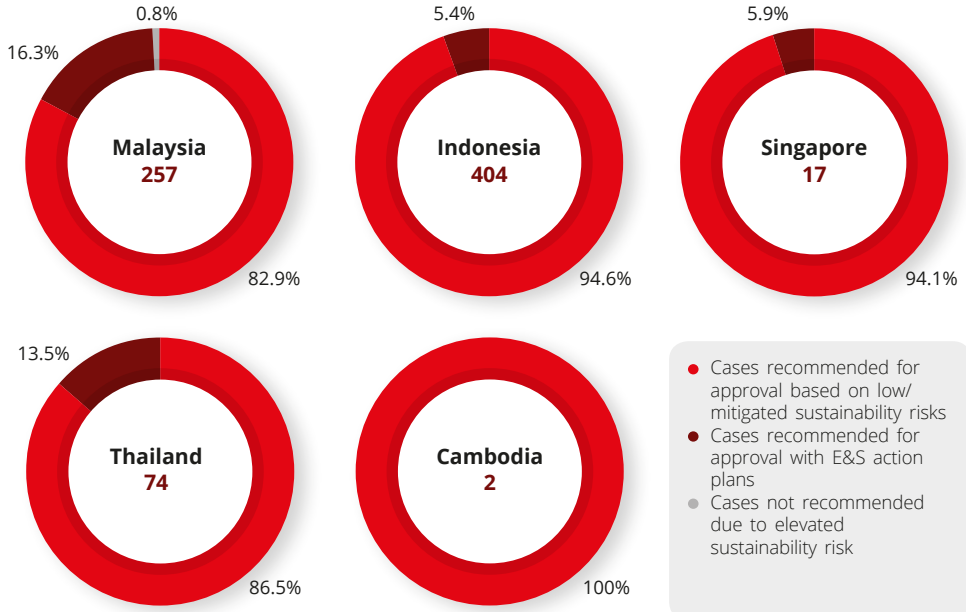
We review all project financing deals in line with our internal Group Sustainable Financing Policy and Sector Guides, which are outlined in our Sustainable Finance Framework. In 2024, we reviewed seven new project financing deals*. Three deals (43%) were escalated for Enhanced Sustainability Due Diligence due to high environmental and/or social risks associated with either the project or the client. Of the total project financing deals in 2024, five cases were approved and reached financial close. No deals were declined due to E&S reasons.

* *A financing method where the lender primarily relies on the project's generated revenues as both the source of repayment and security for the loan.*

* *Project Financing is reviewed in line with our internal ESG framework, that is outlined in the Sustainable Finance Framework*

The Sustainability team conducts Enhanced Environmental and Social Due Diligence on clients and transactions with high E&S risks, or when trigger events such as adverse media reports, legal actions or fines occur.

Enhanced Sustainability Due Diligence in 2024, by Country



- Cases recommended for approval based on low/mitigated sustainability risks
- Cases recommended for approval with E&S action plans
- Cases not recommended due to elevated sustainability risk

Governance & Risk

To help to ensure compliance with our sector guides and to mitigate significant environmental or social risks, we request our clients to provide us with necessary documents for verification. If a client does not meet our sector requirements, we collaborate with them to create time-bound action plans, with progress reviews at least annually. Should a client be unable to complete their action plans on schedule, an extension may be approved by CIMB, upon a formal request with satisfactory justification.

However, if a client consistently fails to fulfil the agreed action plans or is linked to egregious environmental or social impacts beyond our risk tolerance, they may be placed on our Sustainability Watchlist, preventing further financing or capital raising. In 2024, six entities were added to our Sustainability Watchlist due to issues related to deforestation, biodiversity and human rights.

KEY OUTCOMES

- Conducted basic sustainability due diligence on more than 64,000 non-retail clients
- Strengthened our sector guides for Coal, Oil & Gas and Palm Oil
- Supported clients in their sustainability risk management progress by issuing 75 action plans

754
Cases undergoing Enhanced Sustainability Due Diligence

9.9%
ESDD cases recommended for approval with E&S action plans

91%
Clients with action plans completed in 2024*

Page 6 of Performance Data Supplement: Sustainable Financing Policy and Sustainability Due Diligence (SDD)

** Numbers exclude cancelled action plans, and cases where action plan extensions were granted with approved justifications, i.e., where the Bank, post engagement, identified valid reasons beyond the client's control that caused delays in completing the action plan.*

CLIENT ENGAGEMENTS ON ENVIRONMENTAL AND SOCIAL ISSUES

Client engagements on transaction-level E&S risks typically take place during the due diligence process, prior to the approval of a facility, during annual reviews, or during periodic assessments of a client's progress in meeting previously agreed-upon action plans. The Sustainability team and/or CIMB relationship managers will engage directly with the client to discuss challenges, opportunities and progress made.

The main goal of these engagements is to understand the E&S risks linked to clients' business activities, explore risk mitigation opportunities (including financing support), review progress on sustainability action plans, share updates on CIMB's requirements such as our No Deforestation, No Peat and No Exploitation commitment requirement, as well as issues such as human rights and climate risks, while encouraging clients to adopt more responsible practices.

In 2024, we held a number of one-on-one discussions with clients to address sustainability risks and mitigation measures.

Sector	Examples of Issues Discussed	Key Outcomes
Palm Oil	• MSPO/RSPO/ISPO certification status • NDPE commitments • GHG monitoring and disclosure	• Commitment to achieving 100% sustainable palm oil certification • Agreement to establish NDPE policy • Consideration to develop a GHG tracking and reporting framework
Forestry	• NDPE commitments	• Agreement to establish NDPE policy
Construction	• Public safety risks	• Implementation of rectification and safety measures
Oil & Gas	• GHG monitoring and disclosure	• Consideration to develop a GHG tracking and reporting framework
Manufacturing	• Human rights risks • Physical risks (flood)	• Agreement to develop a human rights policy, with due diligence and control measures • Agreement to develop and implement an occupational safety and health policy
Livestock and Aquaculture	• MyGAP certification status • Pollution control measures • Occupational safety and health risks	• Encouragement to obtain MyGAP certification • Encouragement to establish guidelines/ SOP on solid waste and wastewater management • Agreement to establish and implement an occupational safety and health policy

CASE STUDY 1: ADDRESSING DEFORESTATION, HUMAN RIGHTS AND POTENTIAL CREDIT RISKS

CIMB Group is committed to responsible financing and the promotion of sustainable practices in palm oil cultivation. Recognising the industry's significant economic contribution to ASEAN, we also acknowledge the E&S challenges faced, such as deforestation, biodiversity loss, labour rights issues and GHG emissions. Through our Palm Oil Sector Guide, CIMB requires that clients not only obtain national or international sustainable palm oil certifications but also demonstrate clear commitments to No Deforestation, No Peat and No Exploitation (NDPE) principles and uphold human rights.

In mid 2024, CIMB conducted an ESDD assessment for a prospective client in the palm oil sector. During the evaluation and engagement process, it was disclosed that the company was in the process of resolving land tenure issues and obtaining the necessary licensing from the Malaysian Palm Oil Board (MPOB). Additionally, the client acknowledged a lack of awareness regarding the Malaysian Sustainable Palm Oil (MSPO) 2022 standard's requirement to perform a High Conservation Value (HCV) assessment for new plantations established after 2019.

As a result of these discussions and due diligence, it was determined that the proposed financing posed significant sustainability-related risks:

Deforestation Risk

- Drone images provided showed approximately 90% of the project area consisted of mature forests
- CIMB's deforestation and biodiversity risk assessments indicated that the project location is not within or near key biodiversity areas. However, development would result in extensive deforestation, with a high likelihood of violating CIMB's NDPE commitment
- Clearance of land without a prior HCV assessment after MSPO's cut off date of 31 December 2019 would likely mean that MSPO certification would not be obtained

Human Rights Risk

- Employment contracts contained a clause that terminated the contracts of female workers found to be pregnant, breaching fundamental human rights principles
- There was insufficient evidence of Free, Prior and Informed Consent (FPIC) from local communities for development, raising concerns over community rights and engagement

Operational Risk

- Only a small fraction of the client's planted area was certified under MSPO
- No prior HCV assessment was conducted in new planting activities post 31 December 2019, making it unlikely for the company to achieve the 100% MSPO certification, as required by CIMB for financing of oil palm plantations in Malaysia

It was discussed and concluded that this transaction posed high reputational and credit risk, due to significant sustainability concerns, including deforestation, human rights issues, and operational gaps.

Given these risks, CIMB declined the application for financing, reinforcing its commitment to stringent due diligence and sustainability in high-risk sectors.

Governance & Risk

CASE STUDY 2:

ADHERENCE TO ENVIRONMENTAL REGULATION

As part of CIMB's Construction and Infrastructure Sector Guide, we assess E&S risks from construction activities, including community impacts and physical climate risks. Compliance with local environmental regulations is supported through documented evidence, including Environmental and Social Impact Assessment (ESIA) approvals, management plans and occupational health and safety commitments, to protect the environment and local communities.

In late 2024, CIMB was approached by a prospective client to issue a Bank Guarantee for a large-scale infrastructure project with anticipated positive socio-economic impacts.

An ESDD was conducted as the client did not fully meet all of CIMB's sector requirements. During the course of the ESDD, we identified ambiguity in the approval status of the project's Environmental Impact Assessment (EIA). Following further engagement with the company and the state environmental department, it was confirmed that the EIA had yet to be fully approved, and only the initial environmental assessments had been approved.

Following the findings of the ESDD, we issued a time-bound action plan requiring the company to obtain full EIA approval prior to the commencement of any groundworks on the site, which the company subsequently agreed to. CIMB will continue to monitor the project's EIA approval status to ensure compliance with our sustainability requirements.

CASE STUDY 3:

ADDRESSING ALLEGATIONS OF ENVIRONMENTAL AND HUMAN RIGHTS VIOLATIONS

In late 2023, we received a whistleblowing report alleging that a client and its principal were involved in illegal and unsustainable logging, as well as various human rights abuses against indigenous peoples. A review of CIMB's historical assessments revealed that the client had previously undergone Enhanced Sustainability Due Diligence due to identified controversies. However, at the time, the client had provided satisfactory evidence and explanations that addressed the issues in question.

The latest report raised serious concerns about the client's operations. In response, we conducted a thorough investigation, cross-referencing the allegations with independent reports on ground conditions in the country where the violations were reported. As part of this process, the client provided documentation relating to their logging permits and evidence of conducting Free, Prior and Informed Consent (FPIC) with affected communities.

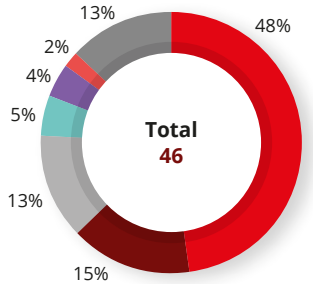
Despite this, our findings supported the basis of the allegations. However, due to an ongoing legal case on the matter, we were unable to take immediate action. Given the seriousness of the concerns, in 2024, we escalated the case to our Group Sustainability and Governance Committee and Group Sustainability Committee, who approved the decision to place the client on our Sustainability Watchlist.

Being on this Watchlist means that the client remains under monitoring, and CIMB will not proceed with any further financing until the legal case is resolved. Should the client be found not guilty, we will reassess their status and consider removing them from the Watchlist.

CLIENTS WITH ACTION PLANS DUE IN 2024

In 2024, we had a total of 46 action plans due from 39 clients, a decrease compared to 2023, where we had 54 action plans due from 46 clients. Notably, there was a significant increase in the percentage of human rights-related action plans in 2024, making up 48% of the total action plans, compared to 26% in 2023. This increase is a result of the introduction of our Human Rights Policy in 2022 which was further refined in 2023 for sustainability sensitive sectors, particularly for clients in segments more susceptible to human rights issues. In terms of the progress for action plans due in 2024:

- Seven clients had their action plans cancelled due to the maturity of their facilities, unsuccessful finalisation of transactions or termination of the client relationship for various reasons.
- Out of the remaining 35 action plans from 32 clients, 31 action plans from 29 clients were successfully completed, resulting in a completion rate of 91% among clients with outstanding action plans.
- Three clients from the Construction, Manufacturing, and Palm Oil sectors were unable to complete their action plans within the agreed timelines, leading to official reminders being issued.



Action Plans due in 2024, by Theme

- Human Rights
- Biodiversity and Deforestation
- Health and Safety
- Sustainability Certification
- Climate Change
- Other Environmental Matters (pollution, waste, etc.)
- Others

Sector	Action Plan Themes	No. of Cases	Type of Financing	Completion Status: Completed	Completion Status: Not Completed	Completion Status: Cancelled	Key Action Items
Palm Oil	Biodiversity & Deforestation	4	General Financing	2	1	1	Develop NDPE policy/commitment
	Health & Safety	1		1	–	–	Develop Occupational Health & Safety policy/commitment
	Human Rights	2		2	–	–	Develop human rights policy/commitment
	Certification	2		2	–	–	MPSO/ISPO/RSPO certification
	Others	1		–	–	1	Obtain Blue Rating for PROPER
Construction and Infrastructure	Environment	1	General Financing	–	1	–	Develop Standard Operating Procedures (SOP) for waste management and emergency response plans for spillages/leakages
	Human Rights	3		2	–	1	Develop human rights policy/commitment, carry out human rights due diligence and put a grievance mechanism in place
	Climate Change	1		–	–	1	Develop emergency response plans for flood occurrences
	Health & Safety	1		–	–	1	Provide Health & Safety SOP supporting documents
	Others	1		1	–	–	Provide regular updates on progress of resolution of an issue
Oil & Gas	Human Rights	1	General Financing	1	–	–	Develop human rights policy/commitment, carry out human rights due diligence and put a grievance mechanism in place
Coal (Mining and Power Generation)	Human Rights	1	General & Project Financing	–	–	1	Develop NDPE policy/commitment
	Biodiversity & Deforestation	3		2		1	Carry out an HCV Assessment and develop an NDPE policy/commitment
	Health & Safety	1		–		1	Establish an HSE policy
Mining and Quarrying	Health & Safety	1	General Financing	1	–	–	Provide latest HSE Report and establish an HSE policy
Manufacturing	Human Rights	6	General Financing	5	1	–	Develop human rights policy/commitment
	Health & Safety	1		–	1	–	Develop an Occupational Health and Safety policy
	Climate Change	1		1	–	–	Develop a management plan/emergency response plan for flood risk
	Others	2		2	–	–	Obtain Blue Rating for PROPER
Livestock and Fishery	Human Rights	3	General Financing	2	–	1	Develop human rights policy/commitment, carry out due diligence and put in place a grievance mechanism
Others	Human Rights	6	General Financing	6	–	–	Develop human rights policy/commitment, carry out due diligence and put in place a grievance mechanism
	Health & Safety	1		1	–	–	Develop an Occupational Health and Safety policy
	Others	2		–	–	2	
	Total	**46**		**31**	**4**	**11**	

Numbers exclude cases where action plans were extended with approved justifications, i.e., where the Bank, post engagement, identified valid reasons beyond the client's control leading to delays in action plan completion.

Governance & Risk

CLIMATE CHANGE: RISKS AND OPPORTUNITIES

The impacts of climate change are far-reaching, affecting social and financial resilience at every level – global, national and individual. Its physical effects can damage assets, disrupt operations and harm human health. Companies that fail to adapt to new policies, market shifts and technologies aimed at combating climate change face growing regulatory, reputational and financial risks.

At CIMB, we recognise both the challenges and opportunities that come with climate change. We are committed to reducing risks and creating positive change by improving our ability to identify, assess and manage climate-related impacts. Throughout the year, we continued to strengthen our internal processes to better address climate-related risks that could directly or indirectly affect our operations, clients and portfolios. Our focus remains on driving meaningful action toward climate adaptation and mitigation while supporting long-term resilience both for our clients and our own business.

KEY PROGRESS UPDATES

- Achieved Net GHG Emissions (Scope 1 and 2 market-based) of 67,110 tonnes CO_2e, a reduction of 35.6% against 2019 baseline
- Achieved our first Net Zero Carbon Building in Malaysia for Wisma CIMB and became the first bank branch in Malaysia to receive GreenRE certification for our IOI City Mall branch
- Maintained operational net zero emissions (Scope 1 and 2) for CIMB Singapore for the second consecutive year
- Generated 457 MWh of electricity from on-site solar PV and sourced 11,284 MWh of RE via RECs in Indonesia, covering 30% of CIMB Niaga's electricity consumption
- At CIMB Thai, increased renewable energy consumption from 0% in 2019 to 26% in 2024, via on-site solar installations and RECs
- Published CIMB's first standalone financed emissions report in June 2024, covering 54% of financing and investment portfolios as of 31 December 2023
- Became first Malaysian bank to complete setting of 2030 net zero targets for high emitting sectors with the addition of two new targets in 2024 for the Oil & Gas and Real Estate sectors
- Strengthened climate risk management through the development of the Group's first Climate Risk Management Standard
- Introduced quantitative risk appetite metrics to align on acceptable levels of sustainability and climate risk in pursuit of our business objectives
- Completed a physical risk assessment proof-of-concept to evaluate the long- and short-term flood impacts on our property-backed portfolios in Malaysia
- Expanded regulatory climate risk stress testing exercises across Malaysia, Indonesia and Thailand
- Mobilised RM117 billion of sustainable finance between 2021 to 2024, surpassing our target of RM100 billion
- Contributed to thought leadership by sharing CIMB's climate journey and insights at local and international forums, including the Joint Committee on Climate Change and COP29

CLIMATE-RELATED DISCLOSURES

In 2024, we continued to align our climate-related disclosures with the principle of double materiality, addressing both how climate change affects us (outside-in risk) and the impact our operations and portfolio have on the climate (inside-out impact). This dual lens ensures that our reporting goes beyond compliance, offering clear, consistent and meaningful insights for all stakeholders.

Our disclosures are guided by trusted frameworks and standards, including the TCFD Application Guide for Malaysian Financial Institutions issued by the Joint Committee on Climate Change (JC3), Bursa Malaysia's Enhanced Sustainability Reporting Framework and the IFRS S2 Climate-related Disclosures. In 2024, we developed and obtained Board approval for our Climate Disclosure Framework and achieved full compliance with TCFD recommendations, further strengthening our commitment to transparent, high-quality and data-driven climate disclosures.

Following the announcement of the National Sustainability Reporting Framework (NSRF) in September 2024, we are actively aligning our reporting with its requirements, targeting full adoption by 2027 or earlier.

We understand that investors, clients and stakeholders rely on accurate and actionable insights on CIMB's climate-related risks and opportunities. That is why we focus on presenting comprehensive, data-driven disclosures that provide both an overarching picture, as well as region- or entity-specific details where possible. Despite uncertainties about the long-term impacts of climate change, we strive to deliver reliable and transparent reporting based on the most current information available.

GOVERNANCE

BOARD OVERSIGHT

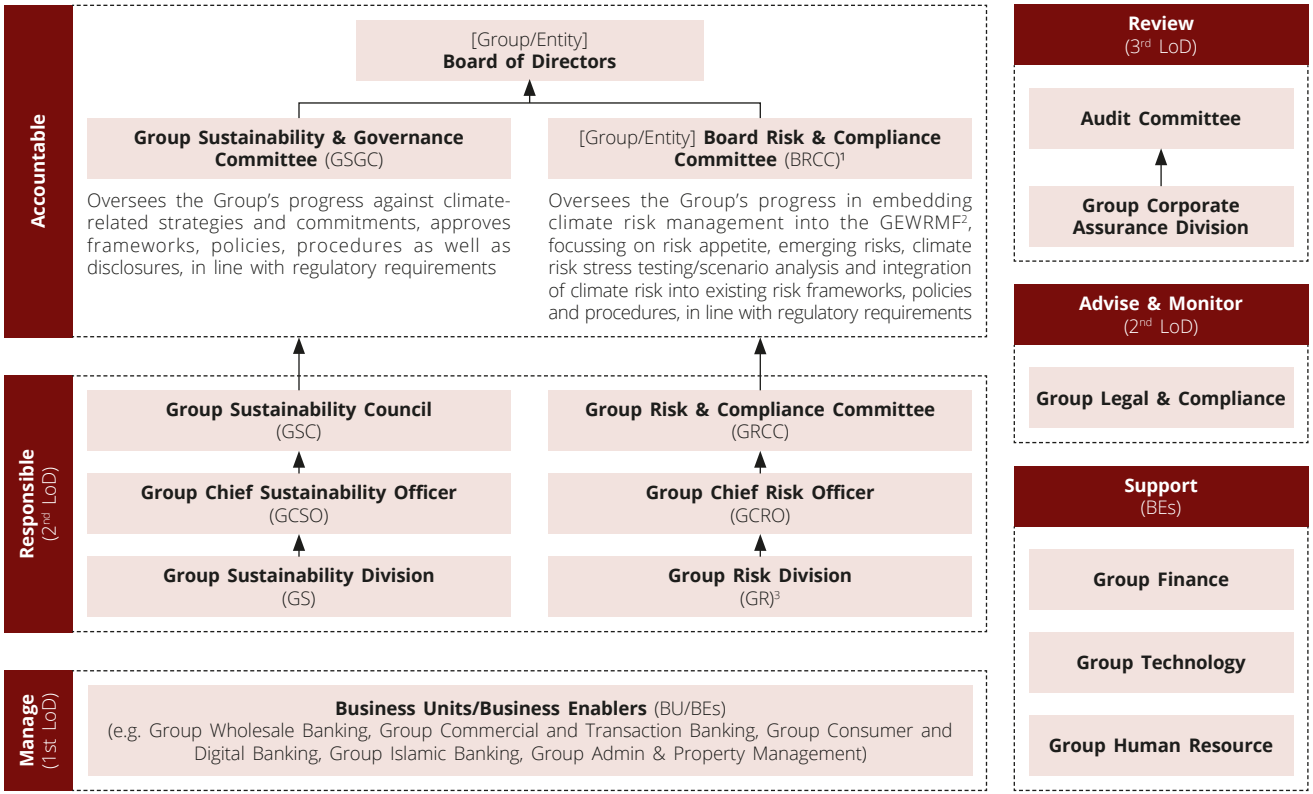
The CIMB Group Holdings Berhad Board of Directors (Group Board or the Board) holds ultimate responsibility for sustainability, including climate change. Supporting the Board, the Group Sustainability and Governance Committee (GSGC) provides focused guidance on strategic sustainability matters, particularly the Group's climate strategy. The Board Risk and Compliance Committee (BRCC) oversees climate risk management including risk appetite and stress testing, while the Audit Committee (AC) upholds the robustness of climate risk controls. The Group Nomination and Remuneration Committee (GNRC) assesses and strengthens Board-level climate competency and integrates climate-related goals into top management performance indicators and variable compensation.

In 2024, we further strengthened internal climate governance by embedding oversight of the Group's Net Zero strategy, targets, and climate risk management into the terms of reference for relevant Board committees. These updates reflect our commitment to robust and accountable climate governance.

MANAGEMENT RESPONSIBILITIES

At the management level, sustainability efforts, including climate change, are driven by the Group Sustainability Council (GSC) and the Group Transformation Committee (GTC). The GSC, chaired by the CEO of CIMB Bank Berhad, includes representatives from across regions and functions. It is responsible for developing and monitoring climate strategies, setting portfolio-specific and sector-specific targets and driving progress under the Group's Net Zero Banking Alliance commitments. Complementing this, the GTC, chaired by the Group CEO, oversees the effective execution of the Forward23+ Sustainability Programme, which includes key climate projects.

Climate-related responsibilities are also being progressively embedded into other management committees such as the Group Risk and Compliance Committee (GRCC).



[1] *Inputs and decisions of the Board Shariah Committee (BSC) are required for Shariah-related matters only.*
[2] *Group Enterprise-Wide Risk Management Framework.*
[3] *Involving Risk Centres of Excellence including Enterprise Risk and Infrastructure (ERI) which Climate Risk unit (CLIR) is under, and Credit Risk, Market Risk, Asset Liability Management, and Non-Financial Risk Management (NFRM)*

In 2024, climate-related topics remained a priority across Board and management discussions, focusing on implementing projects and initiatives to advance the Group's Net Zero goals by 2050 and further ingraining climate risk discipline into the Group Enterprise-Wide Risk Management Framework (GEWRMF).

Governance & Risk

Forum	Committee	Meeting Frequency	Sustainability/climate discussions[1]
Board Level	Group-, Entity- & Joint Board of Directors	Monthly – Quarterly	4
	Group Sustainability & Governance Committee (GSGC)	Quarterly	6
	Group-, Entity- & Joint Board Risk & Compliance Committee (BRCC)	Monthly – Quarterly	10
	Audit Committee (AC)	Monthly	4
	Group Nomination & Remuneration Committee (GNRC)	As required	1
Management Level	Group Executive Committee (GEXCO) / Group Transformation Committee (GTC)	Monthly	4
	Group Sustainability Council (GSC)	Once in two months	7
	Group Risk & Compliance Committee (GRCC)	Monthly	5

Key climate-related matters

- Development and approval of CIMB's sustainability and climate strategy for 2025-2030
- Update on the Group's climate scorecard and performance to-date
- Establishment of the Group's Net Zero strategy and targets, including:
  - 2030 climate targets for Oil & Gas, and Real Estate portfolios
  - Net Zero Whitepaper Version 2.0 publication
  - Net Zero Operationalisation Plan
  - Embedding of portfolio Net Zero goals into collective scorecards
  - Improvements to Sector Guides (e.g. no new dedicated financing for new oil field projects, enhanced NDPE requirements)
  - GSSIPS guiding principles and targets
- Incorporation of Sustainability Risk Appetite metrics into Group- and entity-level Risk Appetite Statement documents, and subsequent quarterly risk appetite dashboard reporting
- Formalisation of the Group's first Climate Risk Management Standard
- Update on climate risk stress testing, including physical risk assessment preliminary results
- Climate-related regulatory matters, including:
  - Implementation of response plan to BNM's Climate Risk Management and Scenario Analysis (CRMSA) Policy Document
  - Undertaking of gap analysis and action plans in relation to BNM's Climate Change and Principle-based Taxonomy (CCPT)
  - BNM's Composite Risk Rating
  - Updating of climate-related policy, regulatory and industry trends
- Updating of sustainability and climate-related disclosure standards including IFRS S2
- Other projects and initiatives, including:
  - Updating of Board and management committees' terms of reference to incorporate climate-related oversight roles
  - The Group's Scope 1 & 2 GHG emissions reduction measures and performance
  - Revision of Sustainable Finance Framework (including high sustainability risk sector position statements)

[1] *Number of meetings in which sustainability and climate-related issues have been a substantive agenda item*

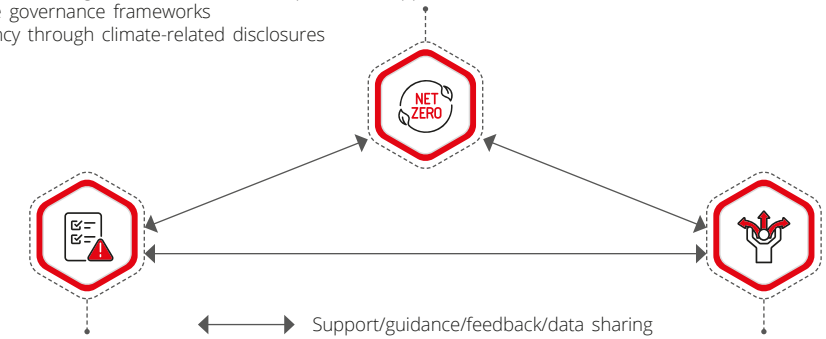
DRIVING CLIMATE ACTION GROUP-WIDE

CIMB integrates climate action into governance, risk management and business strategy, aligning with our Net Zero commitments. The diagram below illustrates our approach to key focus areas, including risk management, Net Zero strategy and opportunities for climate action.

Net Zero Strategy

Guided by the Group Sustainability Division and led by the Group Chief Sustainability Officer (GCSO), CIMB works closely with business units and key enablers to implement its Net Zero strategy. This includes:

- Setting sector-specific decarbonisation targets
- Developing action plans to mitigate climate risks and capitalise on opportunities
- Strengthening climate governance frameworks
- Enhancing transparency through climate-related disclosures



Risk Management: Strengthening Climate Action

To better manage climate-related risks, particularly those linked to Scope 3 financed emissions, CIMB's Climate Risk Unit operates under Group Risk as part of our second line of defence.

This unit:

- Assesses and monitors climate-driven risks across credit, market, liquidity and operational risk
- Supports our Net Zero Strategy by identifying exposures to climate-related credit and non-credit risks
- Develops management actions to mitigate these risks
- Leverages the Enterprise-wide Risk Management Framework and the Group's risk appetite statement
- Conducts climate scenario analysis and stress testing to enhance preparedness

Our Group Administration and Property Management (GAPM) team plays a key role in reducing CIMB's operational emissions (Scope 1 and 2) by:

- Optimising office space for energy efficiency
- Transitioning to renewable energy
- Conserving water and minimising waste across all operating locations

Opportunities: Advancing Climate Action

We expand our green and climate-aligned financing efforts by:

- Strengthening pipelines for sustainable financing
- Engaging clients on emissions performance and decarbonisation strategies
- Facilitating discussions on low-carbon transition opportunities

Taking a collaborative approach, we haves established working groups for key carbon-intensive sectors. These groups, comprising representatives from Wholesale Banking, Commercial Banking, Islamic Banking, Group Risk, and Group Sustainability at both Group and country levels, have developed Net Zero pathways and transition plans. Their insights are detailed in our whitepaper, Our Path to Net Zero – Charting a Course to Decarbonisation.

CIMB further supports climate awareness and action among consumers and stakeholders through:

- Green financing products that encourage sustainable choices
- Campaigns and initiatives that promote responsible consumption
- Educational efforts to raise awareness of climate risks and opportunities

CAPACITY BUILDING FOR BOARD AND SENIOR MANAGEMENT

Through our Sustainability Academy, which recognises climate change as a key competency, we have developed structured learning paths for senior management to build expertise in sustainability.

To learn more about our Sustainability Academy, refer to the Cultivating Industry Experts section on page 88.

At the Board level, we have also embedded continuous learning into our governance structure:

- At every GSGC meeting, we introduce a bite-sized sustainability topic to enhance awareness. For example, we have recently covered the circular economy and its relevance to CIMB
- During regional Joint Board meetings on sustainability, which take place twice a year, we conduct in-depth learning sessions on key sustainability themes
- In addition, we hold training sessions for all Board members and senior management regionally, twice a year

Beyond these structured sessions, we also engage external experts when needed. In 2024, for instance, we hosted a virtual session on ESG trends and investor expectations, featuring Norges Bank Investment Management, Legal & General Investment Management, and Permodalan Nasional Berhad. Titled "ESG Trends and Expectations of Institutional Investors," the session provided insights into investor perspectives on sustainability, ESG integration in investment decisions, and evolving strategies towards 2030. With more than 70 participants, this session played an important role in shaping CIMB's 2030 strategy planning.

INCORPORATING CLIMATE ACCOUNTABILITY

Climate-related KPIs are embedded within CIMB's balanced scorecards, blending financial and non-financial metrics to provide a comprehensive view of performance. These scorecards, used at organisational, division and individual levels, measure diverse indicators such as profitability, risk management, customer experience and sustainability performance.

Governance & Risk

Variable remuneration is linked to performance via these scorecards, aligning accountability across the Group. Employees' bonuses are determined not only by individual contributions but also by the collective performance of their teams or business units. This approach encourages collaboration while supporting CIMB's broader sustainability goals.

In 2024, CIMB continued leveraging collective and individual scorecards to align efforts across the Group to key sustainability and climate goals. These scorecards mobilised action at all levels of the organisation, with notable examples including:

- Reduction in Scope 1 and 2 GHG emissions (carried by Country CEOs, members of the top management such as the GCSO, among others)
- Completion of energy efficiency and renewable energy projects (carried by Group Administration and Group Technology, among others)
- Mobilisation of GSSIPS for retail and non-retail clients (carried by Country CEOs, business unit heads, among others)
- Establishment of financed emissions and climate targets for selected sectors (carried by employees in the Group Sustainability division, among others)
- Implementation of a physical risk assessment on our property-backed portfolios (carried by employees in the Group Risk division, among others)
- Completion and delivery of the Group's Net Zero Strategy and Climate Risk Management project (carried by the GCSO, employees in the Group Sustainability and Group Risk divisions, among others)

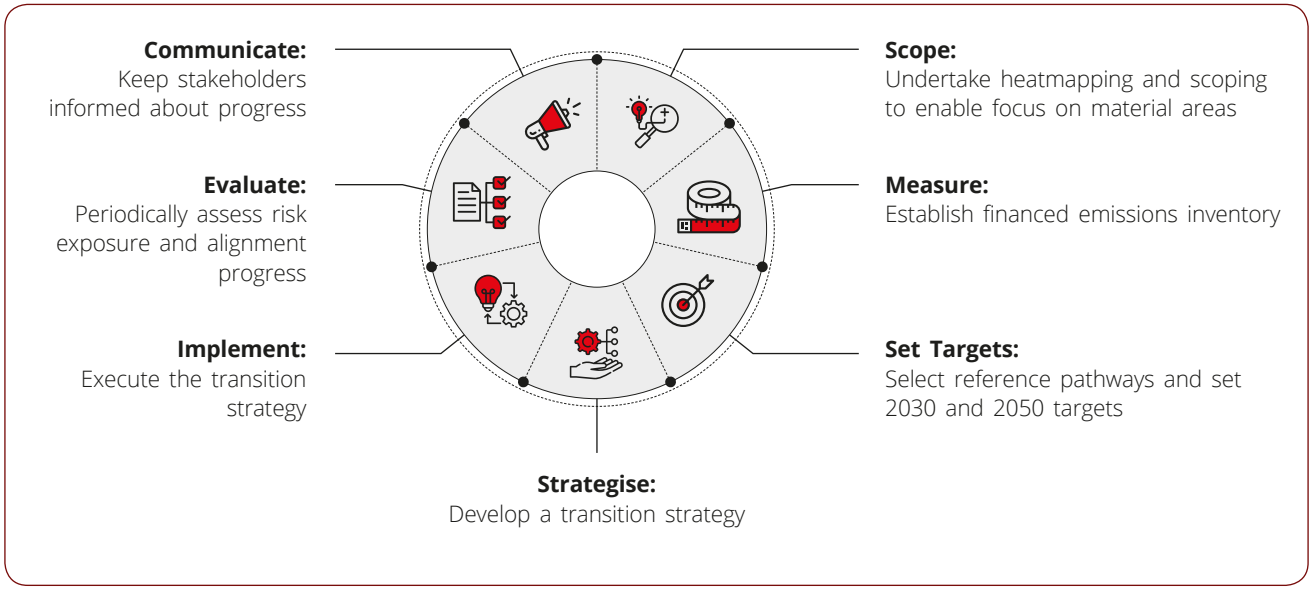
STRATEGY

OUR APPROACH TO CLIMATE CHANGE

As a member of the Net-Zero Banking Alliance, CIMB is committed to aligning our financing and investment portfolios with pathways that aim to achieve Net Zero by 2050, striving to limit global temperature rise to no more than 1.5°C above pre-industrial levels.

CIMB is guided by, and we are committed to ensure compliance with, Bank Negara Malaysia's Climate Risk Management and Scenario Analysis (CRMSA) Policy Document, as well as other relevant climate-related regulations and frameworks. As part of our commitment to sustainability and responsible banking, we continually enhance our risk management practices to address climate-related financial risks. By proactively aligning with regulatory expectations and industry best practices, we aim to strengthen our resilience against climate change and support a just transition to a low-carbon and equitable economy.

We recognise that this journey is complex and full of challenges, but we approach it with diligence and responsibility. This requires continuous effort, both within our organisation and in partnership with our stakeholders. The support and collaboration we have received from employees, clients, investors and civil society have been vital, propelling us forward on this critical path.



SCOPE

IDENTIFYING KEY CLIMATE-RELATED RISKS

We embrace a structured yet dynamic approach to understanding our exposures to climate-related risks and their implications for our business. Our perspective on climate risk is continuously refreshed and enriched through the use of risk assessment tools, supplemented by quantitative data whenever available. Furthermore, we consider external factors and trends that may significantly influence our exposure to climate-related transition and physical risks, potentially elevating the financial risk to the Group. These critical inputs are integral to informing our comprehensive climate risk assessment on an ongoing basis.

Market Volatility & Uncertainty
Continued volatility, uncertainty, complexity and ambiguity (VUCA) in macroeconomic and sector outlooks (e.g. the rising supply and demand for electric vehicles)

Evolving Regulatory Landscape
Increasing complexity of climate risk management and disclosure requirements (e.g. IFRS S2), leading to higher spending by companies in manpower, data and infrastructure to maintain compliance

ESG Policy Shifts
Polarisation on ESG topics, particularly in the United States, which has the potential to stall and reverse more progressive ambitions for climate action

Geopolitical & Trade Tensions
Geopolitical and trade tensions among major economies of the world (e.g. the imposition of tariffs and carbon levies by the US and EU on China's exports) and potential spillover effects to ASEAN

Extreme Weather Patterns
The ongoing La Nina phenomenon, which has led to higher flood occurrences and economic losses in the ASEAN region

Climate change is recognised both as a standalone and cross-cutting risk that could significantly impact the Group's prospects and our ability to create value for our stakeholders. We consider transition risk and physical risk as two main types of climate risk (standalone risk) that could transmit through macroeconomic and microeconomic channels. These could impact the Group's resilience directly or indirectly via existing risk channels such as Credit Risk, Market Risk, Liquidity Risk, Reputational Risk and Operational Risk (cross-cutting risk). Credit Risk arising from downstream financing and investment activities, which constitutes 82.7% of the Group's risk-weighted assets as of 31 December 2024, continues to be the most significant risk type where climate risk could manifest and have the greatest impact on the Group, underscoring the need for targeted management.

In 2024, we further aligned the definitions of "short term", "medium term" and "long term" time frames used in climate risk assessment, with our internal planning horizons as well as external regulations and market practices, as follows:

- Short-term horizon: one to three years, to capture climate-related financial risks (especially low-probability high-impact events) that could crystallise over the Group's budget and capital planning time horizon
- Medium-term horizon: four to ten years, to gauge mid-term effects of climate change over the Group's strategic planning time horizon
- Long-term horizon: over a duration of more than ten years, to at least 30 years to capture uncertainties and structural impacts of climate change on the economy and financial system

Additionally, in 2024, we included climate risk assessment methodology as a new type of model risk.

Governance & Risk

Climate Risk Type & Driver

- **Transition Risk**
  - Policy and Regulatory Changes
  - Technology Shifts
  - Investor Expectations
  - Consumer Preferences
- **Physical Risk**
  - Acute
  - Chronic

Risk Type	Impact to CIMB	Time Horizon[2]
Credit Risk	• Impacts repayment capacity of clients and default rates • Impacts collateral value due to stranding of climate-misaligned assets	Short-term Medium-term Long-term
Market Risk	• Impacts the value of climate-incompatible securities underwritten or held by the Group, due to market volatility of these securities	Medium-term Long-term
Liquidity and Funding Risk	• Impacts the Group's liquidity due to clients' inability to repay their facilities or significant and sudden cash withdrawals or credit drawdowns due to extreme climate events	Medium-term Long-term
Reputational Risk	• Impacts the Group's reputation and image due to its financing of carbon-intensive sectors such as Coal • Impacts stakeholder confidence in the Group's sustainability efforts and ability to manage climate-related risk exposure	Short-term Medium-term Long-term
Operational Risk	• Impacts the Group's operations due to disruption or damage to the Group's physical assets as a result of rising frequency and impact of extreme weather events such as floods • Impacts due to new regulations around climate change, resulting in the need to change internal policies, procedures, and systems to comply with new requirements	Short-term Medium-term Long-term
Strategic Risk[1]	• Impacts the Group's competitiveness, market share and attractiveness to investors due to the inability to shift from "brown" to "green" financing	Medium-term Long-term
Enterprise-wide Risk (Capital Risk)[1]	• Impacts the Group's ability to absorb losses, cater for business investments and maintain public confidence due to inadequate capital for climate-related risks	Medium-term Long-term
Model Risk[1]	• Impacts the Group's ability to accurately quantify the impact of climate risk due to inherent uncertainties and limitations associated with climate risk models, assumptions and scenarios applied, as well as improper implementation and usage of those models	Short-term Medium-term Long-term

[1] *We recognise that climate risk may impact and aggravate this specific risk type. However, its impact is qualitatively assessed to be less material compared to other risk types, such as credit risk, and is therefore not currently reflected in the Group Risk Library. We may update the Group Risk Library in the future as more empirical evidence on the material impact of climate risk on a bank's strategic, enterprise and model risks becomes available, as market practices evolve or as required by regulation.*

[2] *In determining the appropriate time horizons for each risk type, CIMB considers both the timing of when climate risks may materialise and the need to take a more prudent approach by incorporating different time horizons to reflect the degree of uncertainty around climate change, even if these may fall outside the typical timeframes of conventional risk assessment and management.*

IDENTIFYING KEY CLIMATE-RELATED OPPORTUNITIES

Sector	Opportunities
Power	• Facilitate and accelerate clients' transition through managed phase out programmes and early retirement of unabated fossil fuel power plants • Increase our portfolio exposure to new renewables financing
Palm Oil	• Facilitate clients to pursue sustainable palm oil certifications such as MSPO, ISPO, RSPO and ISCC • Finance improvement of agricultural practices, such as precision technology to optimise farming inputs • Installation of biogas capture facilities in mills
Oil & Gas	• Adopt measures to reduce operational emissions through proven and cost-effective measures • Finance the diversification of Oil & Gas clients' businesses, including research and development, decarbonisation and growth of renewable and low-carbon fuel and infrastructure • Accelerate transformation of energy users, in particular transportation, heavy industry and power generation, towards renewables and low-carbon alternatives
Thermal Coal Mining	• Support clients to diversify and transition towards green and sustainable businesses • Support the development of scalable, cost-effective technologies to accelerate energy transition on a larger scale • Support measures to mitigate socio-economic impacts on workers and surrounding communities arising from our clients' diversification and transition plans
Real Estate	• Target new development, retrofit, operations and maintenance of lower emission buildings in our commercial real estate, mixed-use and industrial portfolios • Increase energy efficiency of existing building portfolios and enable access to cleaner energy • Facilitate adoption of green technologies and solutions to reduce energy demand and waste
Cement	• Finance energy-efficient technologies such as electric kilns • Stimulate demand for low-carbon cement through collaboration in the value chain, e.g., Real Estate players

ASEAN requires significant capital to fund both climate change mitigation and adaptation efforts. Governments across the region have developed transition roadmaps, such as Malaysia's National Energy Transition Roadmap (NETR), to guide the shift towards a low-carbon economy. These developments present a strategic opportunity for CIMB to accelerate the mobilisation of sustainable finance in support of this transition.

From 2021 to 2024, CIMB has achieved RM117 billion in GSSIPS, reinforcing our commitment to enabling a green, socially responsible and sustainable economy. Our ambition extends beyond businesses – we also aim to empower individuals to adopt sustainable lifestyles through targeted financial solutions.

To uncover emerging opportunities, we continue to engage with clients across key sectors to understand how transition and physical climate risks impact their operations. Through these conversations, we identify ways to support their net zero transition, co-developing financing solutions that help them meet decarbonisation targets while navigating challenges.

Our approach is aligned with the CIMB Net Zero Whitepaper, which outlines specific sectoral pathways and client transition strategies to meet our Net Zero commitments. For further details on our work in priority sectors, refer to Our Path to Net Zero – Charting a Course to Decarbonisation Whitepaper v2.0 on our website.

We remain committed to scaling up sustainable financing provided to businesses and individuals, with financial solutions that contribute to a more resilient, low-carbon and inclusive economy.

For more on our broader initiatives in driving sustainable finance, visit the Sustainable and Responsible Finance section on pages 38 to 46.

Governance & Risk

MEASURE

UNDERSTANDING OUR FINANCED EMISSIONS

As a financial institution, the primary source of our GHG emissions is attributed to Scope 3 Category 15 Investments, notably in the form of "financed emissions". Understanding our financed emissions is a crucial step towards enabling a just climate transition, especially from the perspective of identifying carbon-intensive sectors, asset classes and clients, as well as developing climate targets and effective decarbonisation plans.

Since 2022, we have been reporting our financed emissions and have continuously enhanced our calculation methodology and scope to provide increased accuracy and coverage to better reflect the impact of our business activities on climate change. We published a standalone supplementary report in May 2024, covering our financed emissions for FY2023, reducing our reporting year gap compared to previous disclosures.

CIMB's overall financed emissions in 2023 (Scope 1 and 2) increased by 2.6% to 18,816,782 metric tonnes of carbon dioxide equivalent (tCO_2e), from 16,259,968 tCO_2e in 2022 while emission intensity increased to 55.17 tCO_2e/RM mil compared to 53.78 tCO_2e/RM mil in 2022. For further details and country/sectorial breakdown of our 2023 financed emissions, refer to our 2023 Financed Emissions: Supplementary Report.

SET TARGETS AND STRATEGISE

EXPANDING INTERIM TARGETS AND OPERATIONALISING COMMITMENTS

In 2024, we achieved key milestones in advancing our interim climate targets, solidifying our commitment to a Net Zero future by 2050.

Building on our achievements in 2023 – where CIMB became the first bank globally to set a 2030 Net Zero reduction target for the Palm Oil portfolio, and the first Malaysian bank to set a target for the Power sector – CIMB became the first Malaysian bank to complete our 2030 decarbonisation target setting for high-emitting sectors, which now includes Thermal Coal Mining, Cement, Palm Oil, Power, Oil & Gas and Real Estate.

This marks a crucial foundational step in our broader strategy to manage emissions and drive meaningful progress toward Net Zero. High-level summaries of our sector targets are provided in the table on the following page.

Further details, including sector transition plans, can be found in Path to Net Zero – Charting a Course to Decarbonisation Whitepaper v2.0 (Whitepaper v2.0) on our website.

CIMB's targets are aligned to science-based pathways, in line with a 1.5°C scenario, for sectors representing 47% of our total financing and investment portfolios and 60% of our financed emissions. These sectors not only represent material areas for the Bank but are also critical contributors to global GHG emissions and key pillars of the ASEAN economy. As 2030 approaches, we will set further interim targets towards achieving Net Zero by 2050.

SECTOR TRANSITION PLAN HIGHLIGHTS: KEY ACTIONS TOWARD NET ZERO

Our transition to Net Zero is supported by sector-specific plans that outline key actions to drive decarbonisation, recognising that each sector has its own unique challenges and opportunities. These plans, detailed in our Whitepaper v2.0, focus on:

- Supporting a fair and equitable transition for our clients, particularly for vulnerable groups such as smallholders, by addressing unique sector-specific challenges
- Collaborating with broader economic ecosystems to align stakeholders with decarbonisation goals, recognising the interdependencies in these efforts
- Regularly reviewing and refining our targets to stay ambitious and aligned with best practices, upholding relevance and practicality for regional implementation
- Building capabilities and governance mechanisms across our organisation to embed climate-focused practices into decision-making
- Driving adoption of renewable technologies and supporting national schemes to accelerate transition efforts

As we implement these plans, we remain flexible and progressively refine our approach based on feedback from clients and partners who are directly involved in these sectors. Our approach is further guided by established frameworks, such as the Engagement Strategy recommendations in the Glasgow Financial Alliance for Net Zero (GFANZ) Financial Institution Net-zero Transition Plans report.

Summary of Key Design Decisions for CIMB Group's 2030 Decarbonisation Targets

	Sector					
	Thermal Coal Mining	**Cement**	**Palm Oil**	**Power**	**Oil & Gas**	**Real Estate**
Target Metric	% of portfolio exposure	Physical emissions intensity i.e., tonnes of CO_2 equivalent per tonne of cement (tCO_2e/t cement)	Physical emissions intensity i.e., tonnes of CO_2 equivalent per tonne of crude palm oil (tCO_2e/tCPO)	Physical emissions intensity, i.e., kg of CO_2 equivalent per megawatt hour ($kgCO_2e$/MWh)	Financed Emissions Lending Intensity (FELI), i.e. tonne of CO_2 equivalent per million MYR of financing (tCO_2e/MYR MM)	Physical emissions intensity, i.e. kg of CO_2 equivalent per m^2 of gross floor area ($kgCO_2e/m^2$)
Parts of the Value Chain Included	Thermal coal mining	Cement manufacturing	Planting and milling	Power generation	Upstream exploration and production (E&P) companies and all parts of the value chain for integrated companies	Developers, owner-operators and REITs across office, retail, hotel, industrial and mixed building types
Client Emission Scopes Included	N/A	Scope 1 and 2 emissions of cement manufacturing clients	Scope 1 (including land use change related emissions and sequestration) and 2 of plantation, mill and integrated clients. Scope 3 upstream (i.e., external sourcing of fresh fruit bunches) of integrated clients	Scope 1 emissions of power generation clients (including electric utilities, power plants, independent power producers, renewable energy producers)	Scope 1, 2 and 3	Scope 1 and 2 operational emissions from buildings
Asset Classes Included	• Business loans/financing • Investments held for sale or to maturity including corporate bonds/sukuk and equities • Facilitation of capital raising activities for clients including bonds/sukuk issuances and initial public offerings					
Reference Scenario	IEA NZE 2050 (regional)	SBTi Carbon Intensity Pathway for Cement (global)	Adjusted SBTi FLAG Commodity Pathway for Palm Oil (regional)	IEA NZE 2050 (regional)	IEA NZE 2050 (regional)	IEA APS & CRREM v2 (regional)
Baseline	100% (as of 2021)	0.72 (as of 2021)	1.81 (as of 2022)	439 (as of 2022)	694 (as of 2022)	117 (as of 2022)
2030 Target	50%	0.46	1.52	272	583	77
Targeted Change	50% reduction	36% reduction	16% reduction	38% reduction	16% reduction	34% reduction

Our progress towards our Net Zero targets is discussed in the Metrics and Targets section of this Sustainability Report on pages 136 to 141.

Governance & Risk

OPERATIONALISING CLIMATE TARGETS THROUGH THE NET ZERO OPERATIONALISATION PROGRAMME (NZOP)

With our interim targets set, we have launched NZOP – a structured, multi-year Group-wide initiative – designed to turn our Net Zero ambitions into actionable outcomes.

Led by Group Sustainability, with oversight by GSC, GEXCO and GSGC, the programme is built around five key workstreams, involving stakeholders from business units and enablers across our key operating regions i.e. Malaysia, Indonesia, Singapore and Thailand.

Workstream 1 Portfolio Guardrails	Workstream 2 Commercialisation	Workstream 3 Credit Underwriting	Workstream 4 Target Operating Model	Workstream 5 Data Infrastructure
Setting clear portfolio-level guardrails to guide direction, establish boundaries and enable effective monitoring	Engaging with clients to understand their progress and uncover opportunities to support the transition	Embedding climate considerations into our credit underwriting processes	Strengthening internal capabilities through targeted upskilling, fostering collaboration and promoting accountability with clear incentives	Improving data and systems to support accurate and timely data collection, analysis and monitoring

NZOP focuses on building the infrastructure needed to embed climate risk and opportunity management into our everyday practices to drive three key levers:

1. Growing low-carbon segments by capturing climate and transition financing opportunities
2. Support clients to progressively adopt low-carbon practices, technologies and business models, through structured engagement and financial solutions
3. Managing carbon intensive segments to reduce emissions and manage climate risk

ENGAGEMENT IN INDUSTRY-LED CLIMATE INITIATIVES

In 2024, CIMB was elected into the Net-Zero Banking Alliance (NZBA) Steering Group. The NZBA, led by industry and convened by the UN, is a coalition of global banks committed to financing the transition to Net Zero GHG emissions by 2050. As part of this Steering Group, CIMB plays a crucial role in decision-making and strategy as well as providing a vital emerging market perspective in global discussions.

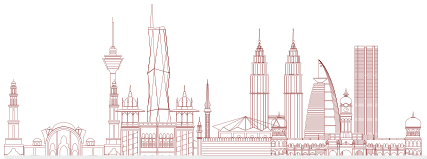
We also remain deeply committed to national climate action through active participation in the Joint Committee on Climate Change (JC3), a regulator-industry platform that collaborates to build climate resilience within Malaysia's financial sector. The main JC3 committee is supported by five Sub-Committees (SC). CIMB co-chairs the Sub Committee 1 Transition Risk Working Group, as well as Sub Committee 2 on Governance and Disclosures. Additionally, CIMB is a member of the Climate Change Advisory Panel for the Ministry of Natural Resources and Environmental Sustainability and the Business Advisory Group for the National Policy on Biological Diversity. We are also part of the Consultative Group for the Advisory Committee on Sustainability Reporting.

For more details on our involvement in these and other forums, please visit our website.

IMPLEMENT AND EVALUATE

CLIMATE RISK STRESS TESTING PRIORITISED BY ASEAN REGULATORS

In recent years, regulators across the ASEAN region have increasingly prioritised climate scenario analysis (CSA) and/or climate risk stress testing (CRST) as critical tool to understand and maintain financial stability and resilience. Central banks and financial supervisory authorities in countries such as Malaysia, Indonesia and Thailand have been proactive in integrating climate risk considerations into their regulatory frameworks.



Malaysia

Bank Negara Malaysia (BNM) has been at the forefront of climate risk management. In 2024, BNM issued its first CRST Methodology Paper, which expects financial institutions in Malaysia to undertake a CRST exercise to assess their potential vulnerabilities to various climate scenarios. The aim of the 2024 BNM CRST Exercise is to:

- Improve understanding and appreciation amongst financial institution (FI) stakeholders on how the business and operations could be impacted by climate-related risks
- Explore novel approaches that could lead to better identification and measurement of an FI's exposures to climate change
- Identify current gaps, specifically those related to data, measurement, methodologies, technology and capabilities as well as potential solutions to these challenges

CIMB is in the first cohort (alongside other larger FIs) and will be required to report its CRST results to BNM by 30 June 2025.

Building Our In-House Capabilities on CSA/CRST

To meet upcoming regulatory expectations and bolster the Group's resilience against an evolving and intensifying climate risk landscape, we have been proactively and progressively strengthening our CSA/CRST capabilities since 2021.

2021-2022

Pilot of Paris Agreement Capital Transition Assessment for Banks (PACTA) tool

- Utilised PACTA tool to evaluate alignment of non-retail financing portfolios in Malaysia and Singapore with various transition scenarios and temperature goals outlined in the Paris Agreement

Retail Flood Risk Assessment Pilot

- Investigated the effects of the 2021 flood events in Malaysia on our mortgage portfolio including impact on collateral valuation and customers' repayment abilities

2023

Development and Roadtest of In-House CSA/CRST Models

- Developed a suite of sector-specific and emissions-based climate risk models for eight climate-sensitive sectors such as Agriculture, Power Generation and Oil & Gas
- Deployed the models and completed a Proof-of-Concept (PoC) exercise on non-retail financing and investment portfolios across Malaysia, Indonesia, Singapore and Thailand

2024

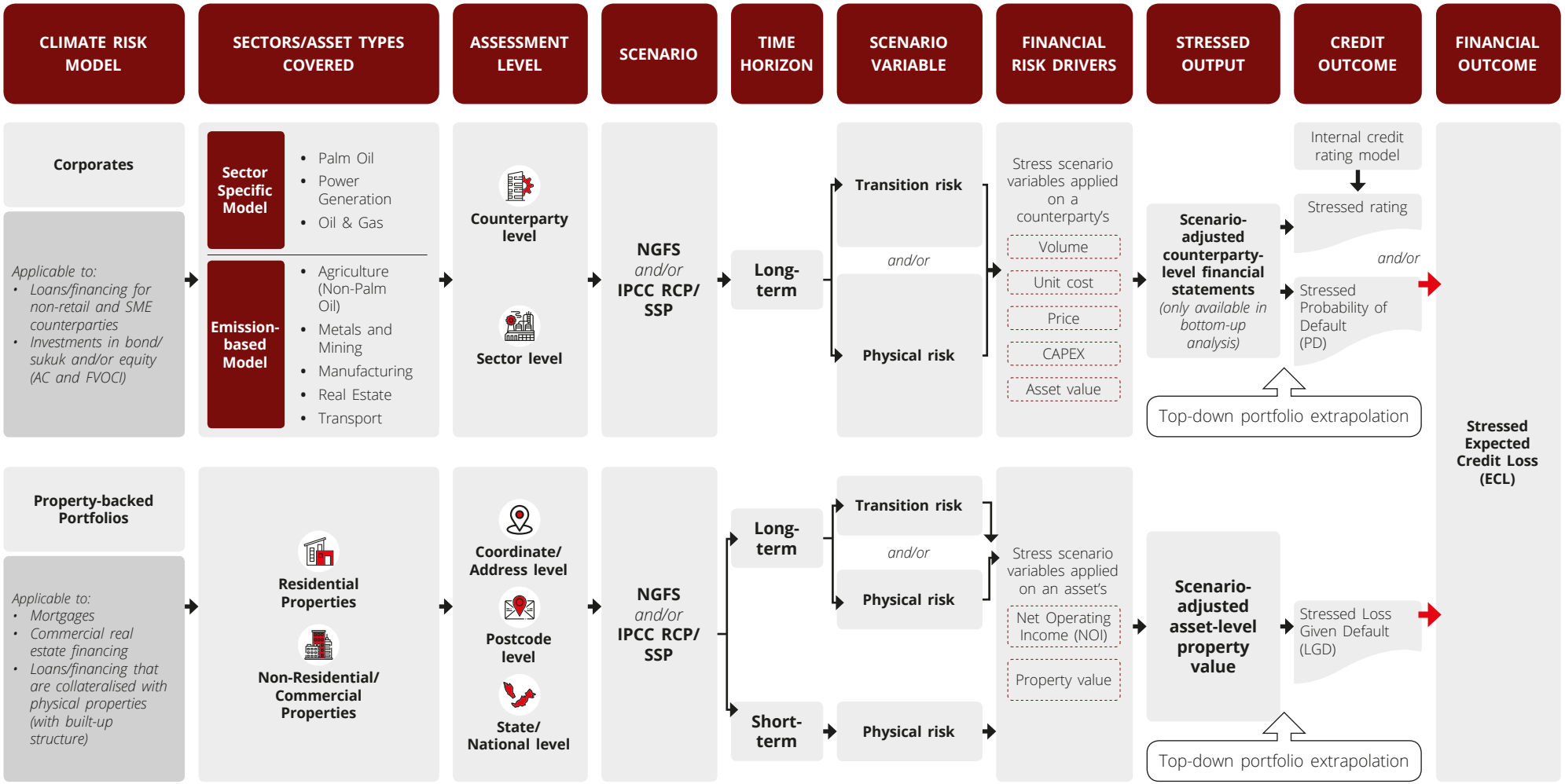
Preparation for Regulatory CRST Exercises

- Delivered another PoC exercise focussing on simulating physical risk impact on property-backed portfolios in Malaysia
- Enhanced internal climate risk models and underlying process including model updates based on NGFS Phase IV scenarios and Expected Credit Loss (ECL) simulations
- Produced first round of results per BNM's CRST specifications
- Submitted preliminary CRST results to the Indonesia Financial Services Authority (OJK) and Bank of Thailand (BoT)

Governance & Risk

OVERVIEW OF CIMB GROUP'S CLIMATE RISK MODELLING APPROACH

Two types of models that take into account both transition and/or physical risk have been developed to help us understand the financial and credit impacts of climate change more comprehensively.



Climate Risk Models for Corporates

As climate risk can manifest and impact real economy sectors in varying degrees and forms, we deploy a suite of sector-specific and emissions-based models for eight climate-sensitive sectors to understand their sensitivity to transition risk impacts. The selection of climate-sensitive sectors and model type were guided by a preliminary climate materiality assessment, which considered a sector's impact on climate (an "inside-out" perspective) as well as the Group's exposure to the sector (a proxy for "outside-in" impact to CIMB). For each sector, we used one of two different CSA modelling approaches, depending on the characteristics of the sector.

Sector-specific approach

Scenario value driver impacts are modelled based on product-level behaviours and how the market for each product is expected to change within each scenario. Product-level information is required for this model, along with granular scenario variables.

Sectors modelled using this approach were:

- Oil & Gas
- Power
- Palm Oil

Emissions-based approach

For each sector, financial driver impacts are modelled based on company-level emissions, which are a function of reported Scope 1 and 2 and upstream Scope 3 emissions (driven by carbon price). This approach is used for less carbon-intensive sectors or where insufficient data prevents use of a sector-specific method. However, it is not suitable for sectors where downstream Scope 3 emissions are a major factor.

Sectors modelled using this approach were:

- Agriculture, excluding Palm Oil
- Real Estate
- Transportation
- Metals & Mining
- Manufacturing
- Other sectors (through extrapolation)

Briefly, the process begins with the selection of representative companies with differing risk and business profiles for each sector. Subsequently, all companies in each sector (including the representative companies) are categorised based on their business and risk attributes, and assigned with an appropriate archetype, allowing for extrapolation at a later stage.

Representative companies' financials are individually stressed under each NGFS climate scenario across a set of key financial risk drivers (i.e., volume, price, unit cost, etc.) to observe the impacts of transition and/or physical risk to their respective Probability of Default (PD) and/or credit rating. Finally, representative company results (in the form of average PD shifts by each archetype) are extrapolated to the rest of the companies according to their assigned archetype in order to derive their own PD and credit rating as well as movements under each climate-stressed scenario.

Climate Risk Model for Property-backed Portfolios

In 2024, we enhanced our climate risk modelling suite by introducing a new model specifically designed to investigate the impact of climate risk on the future valuation of financed properties (both residential and commercial) and collaterals with built-up properties, which may ultimately impact the Loss Given Default (LGD).

This model allows either long-term or short-term climate scenarios to be selected. It also allows for assessments at the geocode level, considering various perils such as flooding and droughts, provided the address/geocode is available. If the address or geocode is unavailable, the assessment can be adjusted to postcode, state or national levels, at the expense of sensitivity and accuracy.

For transition risks, the model takes into account factors like rising electricity costs and the pressure on property owners to retrofit or improve energy efficiency to mitigate negative impacts on their Net Operating Income (NOI), which may in turn influence the future values of their properties.

Governance & Risk

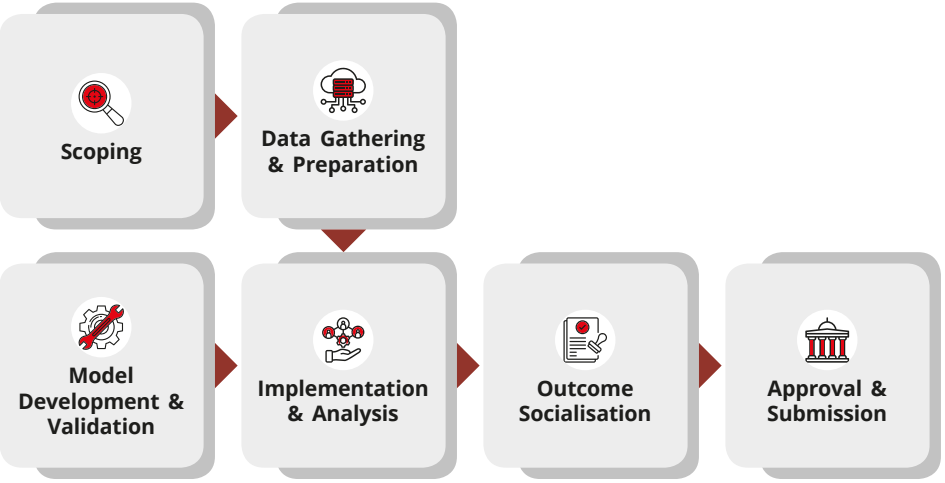
INSTITUTIONALISING CSA/CRST GOVERNANCE WITHIN CIMB

Considering that CSA/CRST is an institution-wide engagement which requires close collaboration of various stakeholders within CIMB, in 2024, we further strengthened our internal governance by clarifying the roles and responsibilities of key business units/enablers with respect to CSA/CRST in the Climate Risk Management Standard.

CSA/CRST Governance

Oversight Committees	Group Risk & Compliance Committee (GRCC) & Board Risk & Compliance Committee (BRCC)
Process Owner	Climate Risk
Model Owner	Regional Advanced Risk Modelling
Key Stakeholders Involved	Group Risk, Group Finance, Group Sustainability, Business Units

CSA/CRST Implementation



HOW CIMB NAVIGATES THE EVOLVING FIELDS OF CSA/CRST

Malaysia

Building on the models and insights from the CSA Proof-of-Concept (PoC) exercise conducted in 2023, we launched a Climate Risk Stress Testing (CRST) exercise in 2024. Our goal is to provide the results to BNM by June 2025, in accordance with the expectations outlined in the regulator's 2024 CRST Methodology Paper.

To this end, several enhancements and changes have been implemented in 2024, including:

- **Adjusting Scenario Choices:** Utilising the NGFS Phase III's Net Zero 2050 (NZ2050), Divergent Net Zero (DNZ) and Nationally Determined Contributions (NDC) scenarios to represent a diverse range of Orderly, Disorderly and Hot House World views
- **Expanding Scope:** Including economic sectors such as waste management and SMEs in the assessment, in addition to current non-retail counterparties
- **Extending Risk and Time Horizons:** Incorporating both transition and physical risk drivers in long-term scenarios (up to 2050) and a short-term acute flood event, modelled as a one-off 1-in-200 years flood event, consistent with climate conditions outlined in the Intergovernmental Panel on Climate Change (IPCC)'s Representative Concentration Pathway (RCP) 8.5
- **Increasing Representative Companies:** Enhancing the robustness of the bottom-up assessment by increasing the number of representative companies
- **Validating Archetypes:** Obtaining validation from business units on the archetypes assigned to each counterparty, ensuring proper segmentation of business and risk attributes to facilitate subsequent portfolio extrapolation and output analysis
- **Leveraging IFRS Engine:** Using the IFRS engine to derive stressed 12-month and lifetime point-in-time Probability of Default (PD), including staging, Loss Given Default (LGD) and Expected Credit Loss (ECL) for rated exposures
- **Developing a Climate Risk Model for Property-Backed Portfolios:** Creating a model to assess the impact of long- to short-term acute physical risk and/or transition risk drivers on property-backed portfolios, which has been road-tested in Malaysia

Key Assumptions of NGFS Phase III's Long-Term Climate Scenarios

	Orderly **Net Zero 2050 (NZ2050)**	*Disorderly* **Divergent Net Zero (DNZ)**	*Hot House World* **Nationally Determined Contributions (NDCs)**
Scenario Narrative	• Early and decisive action from governments, companies and consumers reduces global emissions in a gradual way • Some jurisdictions such as the US, EU, UK, etc reach Net Zero for all GHGs	• Governmental action to address climate change is delayed to 2030 • 10-year delay uses up global carbon budget – more significant action needed to catch up, resulting in higher carbon prices across sectors and a quicker phase down of oil use	• Governments fail to introduce policies to address climate change other than those already announced until COP26 held in the UK in 2021
Policy Ambition	1.4°C	1.4°C	2.6°C
Transition Risk	**Moderate to higher**	**Higher**	**Lower**
Policy reaction	Immediate and smooth	Immediate but divergent across sectors	NDCs
Technological change	Fast change	Fast change	Slow change
Carbon dioxide removal	Medium-high use	Low-medium use	Low-medium use
Regional policy variation	Medium variation	Medium variation	Medium variation
Physical Risk[1]	Lower [RCP2.6]	Lower [RCP2.6]	Higher [RCP8.5]

Colour coding reflects severity of a scenario from a macro-financial risk perspective based on expert judgements and references from publicly available sources:

Lower Risk	Moderate Risk	Higher Risk

[1] *Mapping to IPCC RCP emissions trajectory by CIMB, using a conservative approach*

Selected Key Variables of NGFS Phase III Scenarios	*Orderly* **Net Zero 2050 (NZ2050)**	*Disorderly* **Divergent Net Zero (DNZ)**	*Hot House World* **Nationally Determined Contributions (NDCs)**
Carbon price (US$ 2010/tCO_2)	2030: 114.64; 2050: 451.24	2030: 260.98; 2050: 700.76	2030: 35.61; 2050: 50.67
Oil demand (EJ/yr vs 2020)	2030: ↓ 9%; 2050: ↓ 55%	2030: ↓ 15%; 2050: ↓ 68%	2030: ↓ 1%; 2050: ↓ 26%
Coal demand (EJ/yr vs 2020)	2030: ↓ 75%; 2050: ↓ 98%	2030: ↓ 78%; 2050: ↓ 98%	2030: ↓ 22%; 2050: ↓ 58%
Market total electricity generation (EJ/yr vs 2020)	2030: ↑ 39%; 2050: ↑ 141%	2030: ↑ 40%; 2050: ↑ 168%	2030: ↑ 37%; 2050: ↑ 115%
GDP including high physical risk damage (billion US$/yr vs 2020)	2030: ↑ 32%; 2050: ↑ 104%	2030: ↑ 31%; 2050: ↑ 103%	2030: ↑ 34%; 2050: ↑ 104%
Total Kyoto GHG emissions (Mt CO_2e/yr vs 2020)	2030: ↓ 41%; 2050: ↓ 82%	2030: ↓ 45%; 2050: ↓ 81%	2030: ↓ 8%; 2050: ↓ 27%

References: NGFS Climate Scenarios Database Technical Documentation v3.1 (September 2022), BNM 2024 CRST Methodology Paper (February 2025), and internal documentation

Governance & Risk

Indonesia

Following the announcement of POJK 17/2023 by the Indonesia Financial Services Authority (OJK), which mandates financial institutions to incorporate climate risk into their risk management frameworks. OJK introduced a comprehensive set of technical guidance on Climate Risk Management and Scenario Analysis (CRMSA) in 2024. This guidance will be implemented in three phases from 2024 to 2027, beginning with a pilot CSA in 2024 involving 18 banks in the KBMI 3 and 4 categories (i.e., with Tier 1 Capital of more than Rp14 trillion). These banks collectively contribute to at least 50% of the industry's total credit portfolios.

As a participant in the pilot CSA, CIMB Niaga leveraged the Group's climate risk modelling approaches to complete the following assessments:

- **Quantitative Assessment of Credit Risk and Market Risk:** This assessment focused on the impact of climate-related transition risks, covering 60% of CIMB Niaga's credit exposures to OJK priority sectors. These sectors include Mining and Extraction, Construction, Agriculture, Forestry and Fishery, among others
- **Quantitative Physical Risk Impact Assessment:** This assessment evaluated the impact of physical risks (including flood and wildfire risks) on selected sectors and retail mortgages
- **Qualitative Assessment of Operational Risk and Liquidity Risk:** This assessment examined the potential effects of climate change on the Bank's operational risk and liquidity risk

CIMB Niaga submitted its results to OJK in July 2024. The bank is now taking further steps to enhance its methodology and capabilities in preparation for the second OJK CSA exercise, due in July 2025. These enhancements include increasing the assessment coverage to encompass 100% of CIMB Niaga's credit portfolios, extending beyond priority sectors.

This ongoing effort underscores CIMB Niaga's commitment to robust climate risk management and regulatory compliance.

Thailand

The Bank of Thailand (BOT) actively encourages financial institutions to undertake climate risk stress testing (CRST) as a means to evaluate their resilience under various scenarios and integrate these insights into their risk management frameworks. This initiative aims to enhance the stability and preparedness of the financial sector against climate-related risks.

In 2024, CIMB Thai voluntarily participated in BOT's pilot CRST, which focused on assessing the impact of physical risk on loan portfolios under two crisis simulation scenarios:

- **Baseline:** This scenario reflects the economic and financial conditions forecasted for 2030-2032, providing a standard outlook for comparison
- **Adverse:** This scenario assumes a severe and sudden flood occurring in 2030, significantly impacting the economy and financial sector in 2030-2032

The pilot CRST yielded several high-level findings:

- **Credit Risk:** The assessment revealed impacts on Non-Performing Loans (NPL) and Expected Credit Losses (ECL) in target sectors (e.g. Electronic Engineering & Instruments, Electronics, Retail and Wholesale Trade, Real Estate) and the mortgage book over the period from 2030 to 2032. These impacts highlight the potential financial strain on the Bank's loan portfolios under adverse conditions
- **Operational Risk:** The analysis identified potential disruptions to the Bank's operations and assets, emphasising the need for robust contingency planning and risk mitigation strategies
- **Gaps:** The pilot also highlighted limitations in the Bank's existing tools and methodologies for conducting such comprehensive analyses, indicating areas for improvement

The findings from this pilot CRST were acknowledged by the Board of Directors of CIMB Thai and subsequently submitted to BOT in December 2024. Looking ahead, CIMB Thai plans to participate in the next pilot CRST in 2025, which will focus on transition risk. This participation aims to prepare the Bank for the mandatory regulatory stress test by BOT expected in 2026.

Uncertainties and Limitations of Current CSA/CRST Approaches

CSA/CRST, while essential for understanding potential impacts, come with several uncertainties. Recognising these limitations is crucial for refining risk management strategies and enhancing decision-making processes to address complex real-world uncertainties and systemic challenges.

Climate Scenarios

- The non-linear relationship between climate events and their economic impacts, as well as tipping points (i.e. irreversible ecological and financial damages), are not fully accounted for, potentially underestimating risk
- Standardised scenarios across financial institutions may not reflect institution-specific portfolios, geographies or risk appetites
- Recent and country-specific policies may not be explicitly incorporated into the scenarios, depending on the review period. Instead, they are approximated using shadow carbon prices, which may not accurately reflect the intended conditions, potentially leading to under- or overestimations of their effects on the economy and financial system
- The extended time horizons of long-term climate scenarios (around 30 years) currently used in CSA/CRST exceed typical business and financial planning periods, reducing the practical application of CSA/CRST insights in a business context

Modelling Approach

- Our Climate Risk models for Corporates adopt static assumptions for pass-through rates and price elasticity of demand and supply throughout the projection timeframe. Market structures are expected to evolve as transition policies drive consolidation and impact sector profitability and viability
- Given that climate scenarios are continuously reviewed and improved, CIMB's risk modelling teams need to understand the implications of new or revised scenarios and adjust internal models accordingly

Data Quality

- The precision of CSA/CRST outputs and outcomes is significantly dependent on the completeness and accuracy of CIMB's internal data, including collateral addresses and sector code classifications. The use of proxies and alternative modeling approaches (e.g. scaling approach), necessitated by the limited availability of usable data points, may diminish the sensitivity of the climate risk assessment
- Additionally, there is a reliance on external data providers for both financial and non-financial information related to our counterparties and assets. The effectiveness of our assessment hinges on the quality of this external data and the robustness of their models to provide proxies and estimations (e.g. estimated Scope 1 – 3 emissions of a company)

Moving Forward

As we progress on our CSA/CRST journey, we are dedicated to addressing gaps in modelling approaches, validation, scenario development, and data quality, while expanding the use cases of CSA/CRST. Additionally, we aim to enhance our ability to quantify the impact of climate risk on non-credit risk types. By taking these steps, we strive to continuously refining our models, methodologies and tools to better manage climate-related risks.

Governance & Risk

RISK MANAGEMENT

As a leading focused ASEAN bank and one of the region's foremost corporate advisors, CIMB Group integrates EES&G considerations (including climate change) into our risk assessments and strategies, aligning our business activities with our goal of creating net positive impact for our shareholders, the environment and society over the long term. Our Sustainability Risk Management Framework, which includes climate risk management components, aligns our assessment and management of environmental and social risks (including climate risk) with the Group's Enterprise-wide Risk Management Framework.

KEY OUTCOMES

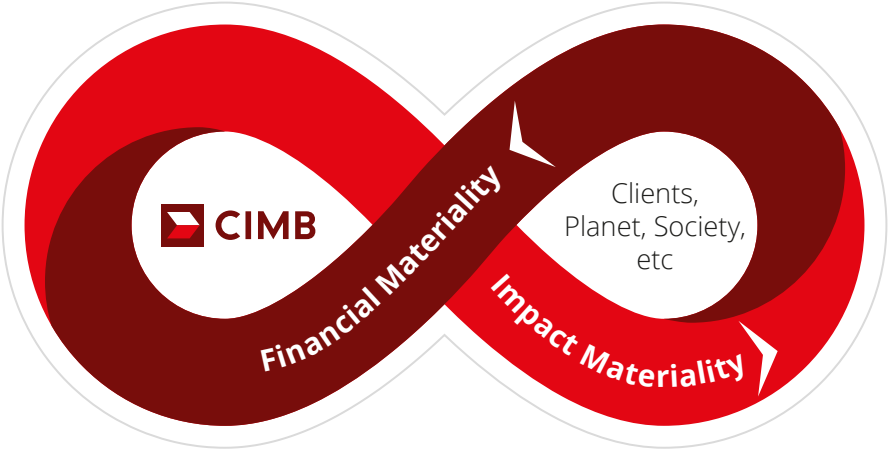
Bringing it all together via the Group's Climate Risk Management Standard
In 2024, the Group developed its first Climate Risk Management Standard (the Standard), which serves as a reference document to connect various frameworks, policies and procedures of Group Sustainability and Group Risk. The Standard, owned by the Climate Risk unit under Group Risk, lays out a holistic, systematic and consistent approach in identifying, assessing, measuring, managing, controlling, monitoring and reporting climate risk and its cross-cutting impacts through other risk types to the Group, from an "outside-in" perspective.

The Standard, which will be rolled out to various countries in stages starting in 2025, contains prevailing requirements, rules, criteria and operational instructions specific to climate risk management, such as:

- The concept, definition and cross-cutting nature of climate risk
- The Group's governance approach for managing climate risk
- The Group's appetite for climate risk
- Key tools adopted by the Group to identify, assess, measure, manage, control, monitor and report climate risk

"Inside-out" impact
Refers to CIMB's climate impact on our clients, the planet/climate, and society (e.g. CIMB's Scope 1, 2 and 3 financed emissions)

"Outside-in" risk
Focusses on climate-driven risk to CIMB resulting from our interactions with clients, the planet/climate, society, etc. (e.g. expected credit losses, reputational damage)



MANAGING SUSTAINABILITY AND CLIMATE RISK VIA THE GROUP RISK APPETITE STATEMENT AND DASHBOARD

Following our 2023 review of the Group Risk Appetite Statement (Group RAS) to include a qualitative risk appetite statement on Sustainability Risk (Sustainability RAS), we successfully formalised and integrated our first generation of quantitative risk appetite metrics into the Group Risk Appetite Dashboard (Group RAD). This initiative aims facilitate better monitoring and management of the Group's exposure to sustainability and climate risks.

Starting 1 July 2024, the performance of these metrics has been measured using internal data and reported to the Group Risk and Compliance Committee (GRCC) and the Board Risk and Compliance Committee (BRCC) at regular intervals for notation and guidance.

Simultaneously, market research and peer analysis are regularly conducted to align the Group's risk appetite metrics and underlying data infrastructure with best-in-class practices. This includes enhancing the robustness and sensitivity of our metrics to identify undesirable risk exposures as well as ensuring the timeliness and accuracy of our reported data.

CLIMATE RISK MANAGEMENT APPROACH

To streamline operations and facilitate the integrated management of climate risk alongside other risk types, from the frontlines to the boardroom, we build upon and enhance existing risk processes and controls to cover climate risk. Several tools and methodologies have been established and incorporated into different stages of the Group's risk management processes, to identify, assess, measure, manage, control, monitor and report climate risk, as summarised in the table below:

Stage	Tool/Methodology	Time Horizon Considered
Risk Identification and Assessment	**Climate Risk Heatmapping** to identify and visualise "pockets of risk" through quantitative and/or qualitative methods	Short to long-term
	Annual Material Risk Assessment to estimate potential losses associated with climate risk and set aside capital for that purpose as part of the Internal Capital Adequacy Assessment Process (ICAAP)	Short-term
	Risk Hotspots and Emerging Risks Assessment to enable early detection of developing or evolving climate risk drivers which are difficult to quantify but may have a major impact on the Group	Short-term
	Financed Emissions Inventory to calculate the carbon footprint of the Group's financing and investment assets, which can be used as a proxy of transition risk	Short to medium-term
	Alignment to 2030 Net Zero Targets to measure the progressive alignment of the Group's performance to its announced 2030 Net Zero targets, which can be used as an approximation to size transition risk and reputational risk	Short to long-term
Risk Measurement	**Climate Scenario Analysis/Climate Risk Stress Testing** to evaluate climate-driven impacts to credit and non-credit parameters using quantitative or qualitative methods	Short to long-term
Risk Management	**Integrated Sustainability Assessment Tool** to evaluate, among others, climate risk level of the Group's business relations and transactions, and introduce action plans for business relations to mitigate and/or adapt to climate change if required	Short to long-term
	Green, Social, Sustainable Impact Products and Services to mobilise climate finance (e.g. climate supporting financing, transition finance) to enable obligors/counterparties to decarbonise	Short to medium-term
	Country Sector Limit Methodology to manage the Group's exposure to climate risk through the Sustainability Overlay	Short to medium-term
	Operational Risk Management to manage the Group's operational risk impacts caused by physical and/transition risk driven events	Short to medium-term
Risk Monitoring and Reporting	**Risk Appetite Dashboard** to monitor the Group's performance against established climate risk appetite metrics, and facilitate mitigating actions	Short to long-term
	Regulatory Reports/Disclosures to communicate the Group's climate risk management approach in line with regulatory requirements and standards (e.g. CCPT, IFRS S2)	Short to long-term

METRICS AND TARGETS

FINANCIAL EMISSIONS INVENTORY

Please refer to the standalone report on Financed Emissions Supplementary Report on our website.

Governance & Risk

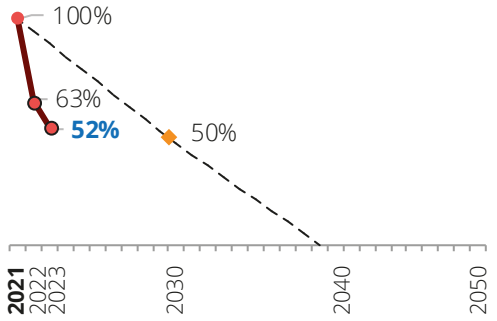
PROGRESS TOWARDS 2030 SECTOR-SPECIFIC CLIMATE TARGETS

This section provides an update on the Group's progress towards meeting our interim climate targets. As of 2023, five out of six sectoral climate targets are progressing in alignment with the reference scenario set. Further insights into the key factors driving our progress are detailed below.

Our progress reporting currently reflects a one-year lag due to the time required for data collection, verification and alignment with reporting cycles. We are striving to reduce this gap and improve the timeliness of our reporting. For a better understanding of the rationale behind key design decisions (including sector value chain and emissions scope, choice of metric and reference scenario) of our sector targets, we recommend reviewing our Whitepaper V2.0 before diving into the annual progress update for FY2023 presented in this section.

Thermal Coal Mining

in Portfolio Exposure (%)



2023 vs CIMB Baseline	2023 vs Target Pathway
-48%	**-42%**

- CIMB Baseline
- CIMB 2030 Target
- CIMB Target Pathway per IEA NZE 2050 (Regional)
- CIMB Annual Progress

In-scope sector value chain
Thermal Coal Mining

Emissions scope
Not applicable

Target reduction from baseline to 2030
50%

Decarbonisation Levers

- Strict adherence with prohibitions within our Coal Sector Guide
- Periodically strengthening our Coal Sector Guide such as through scope expansion and introducing revenue and/or fuel mix thresholds for new and existing clients
- Proactive client engagement to support clients' diversification plans
- Ensure relevant controls are in place to best manage the socio-economic impacts from wind downs

Sector Dynamics
In 2023, thermal coal demand remained robust driven by heightened energy needs in major economies like China and India.

Across Southeast Asia, coal maintained its dominance in power generation, accounting for about 50% of electricity output and contributing to 80% of the region's power sector emissions. Indonesia retained its position as the world's largest coal exporter, while nations like the Philippines increasingly relied on coal for energy security.

2023 Progress
Our portfolio exposure to Thermal Coal Mining clients has seen a steady year-on-year (YoY) reduction, reaching a 48% decrease relative to baseline in 2023, keeping it well below the target pathway. This consistent reduction is primarily driven by the natural amortisation of existing facilities and continued adherence to our Coal Sector Guide (first introduced in 2019, with enhancements over the years). High profitability and liquidity in the sector following favourable market conditions, may have further decreased clients' reliance on credit facilities.

While progress remains on track, the risk of reversal persists if market conditions weaken, potentially leading to higher credit drawdowns on existing approved limits. This may result in interim spikes in our exposure over the coming years leading up to 2030.

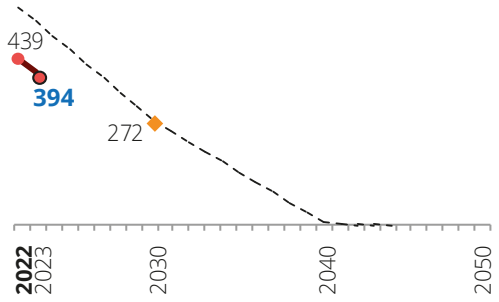
To manage this, we are progressively strengthening our controls, including enhancements to our internal country-sector limit methodology. These measures help keep us on course toward our target, although progress may not follow a linear trend.

2024 Coal Sector Guide Updates[1]

- **Stricter Prohibitions:** Financing, refinancing, investment and advisory services for existing thermal coal mines, coal-fired power plants (CFPPs), and related infrastructure are now prohibited, except for Permitted Exemptions such as for managed phase-out purposes. This includes the acquisition, retrofitting or modification of CFPPs.
- **Revenue Thresholds:**
  - Effective 1 January 2025: No financing for new clients deriving over 25% of combined direct revenue from thermal coal mining or CFPPs, or power clients with over 50% of coal power.
  - Effective 1 January 2030: No financing for existing clients deriving over 50% of combined direct revenue from thermal coal mining or CFPPs.
- **Expanded Scope:** Now covers coal shipping and thermal coal infrastructure, following stricter requirements across all thermal coal value chain sub-sectors.

[1] *Refer to the Sustainable Finance Framework v2.1 on our website for full details of our current Coal Sector Guide, issued in July 2024.*

Power
in $kgCO_2e/MWh$



2023 vs CIMB Baseline	2023 vs Target Pathway
-10%	**-26%**

- CIMB Baseline
- CIMB 2030 Target
- Reference Scenario – IEA NZE 2050 (Regional)
- CIMB Annual Progress

In-scope sector value chain
Power Generation (including electric utilities, power plants, independent power producers and renewable energy producers)

Emissions scope
Scope 1

Target reduction from baseline to 2030
38%

Decarbonisation Levers

- Adhering to our commitments in the Coal Sector Guide
- Enhancing our Coal Sector Guide requirements progressively towards a thermal coal phase-out by 2040
- Increasing the share of renewables financing in our portfolio
- Financing of CCUS technologies as a longer-term post-2030 lever
- Facilitating the early retirement of unabated fossil fuel power plants through official managed phase-out programmes

Sector Dynamics
ASEAN's electricity demand continued to rise steadily in 2023, driven by urbanisation, industrialisation and increased cooling needs. Despite ambitious renewable energy targets, fossil fuels – especially coal and gas – remained dominant in the energy mix, meeting the bulk of the region's growing demand.

Renewable energy deployment saw incremental progress, with policies like Malaysia's National Energy Transition Roadmap (NETR), which aims for 70% renewable energy in the electricity mix by 2050, Thailand's target of 51% renewable energy by 2037 and Indonesia's aim for a 23% renewable share by 2025. However, challenges such as financing constraints, policy implementation delays and insufficient grid infrastructure persist. For example, Indonesia attracted only US$1.5 billion in renewable energy investment in 2023, far below the US$146 billion required to meet its 2030 climate goals. These challenges have limited the pace of the transition.

2023 Progress
The Group's emissions intensity in the Power sector has decreased YoY, showing a 10% reduction from baseline, and standing favourably at 26% below the IEA reference scenario pathway.

This improvement is primarily driven by the inclusion of new low-emission facilities, particularly through large bonds facilitated by the Group's Debt Capital Market (DCM) team, structured for renewable energy clients and projects. Additionally, the implementation of the Group's Coal Sector Guide (first introduced in 2019) has played a key role in halting the Bank's financing for Coal-Fired Power Plants (CFPPs), further limiting the introduction of high-emission facilities in this sector.

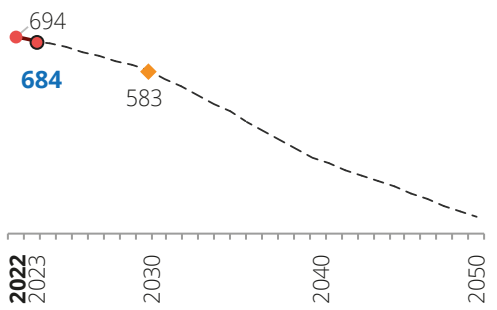
Supporting Managed Phase-Out of Coal
In conjunction with the tightening of our Coal Sector Guide to limit coal financing, we have established several Permitted Exemptions to support initiatives such as managed phase-outs of CFPPs. We are actively exploring opportunities to assist companies in such initiatives. These efforts may cause temporary increases in our emissions intensity, appearing to slow our progress toward our 2030 interim decarbonisation target. However, they are essential for a just transition and helping clients shift to sustainable alternatives, ultimately supporting our goal of decarbonising our Power sector portfolio.

In regions like ASEAN, implementing managed phase-outs comes with unique challenges. Coal remains a critical source of affordable energy and economic stability, particularly in countries with relatively young coal plants still decades from retirement. Phasing out these plants prematurely could undermine energy security, economic growth and employment. While renewable energy technologies are increasingly mature in the region, the transition is hindered by factors such as limited access to concessional capital and gaps in grid infrastructure, including the need for enhanced energy storage systems and enhanced transmission lines. These infrastructure challenges hinder the integration of renewables and delay progress toward a cleaner energy future.

Governance & Risk

Oil & Gas

in tCO_2e/MYR MM



2023 vs CIMB Baseline	2023 vs Target Pathway
-1%	**0%**

- CIMB Baseline
- CIMB 2030 Target
- Reference Scenario – IEA NZE 2050 (Regional)
- CIMB Annual Progress

In-scope sector value chain

Upstream Exploration and Production (E&P) companies (excl. companies focused solely on ancillary services) and integrated Oil & Gas companies

Emissions scope

- Scope 1 and 2 from exploration, extraction, transportation and refining activities
- Scope 3 downstream emissions from end-use of O&G products, incl. energy-related combustion

Target reduction from baseline to 2030

16%

Decarbonisation Levers

- Adhering to our sectoral commitment to no longer provide new dedicated financing for new oil field projects approved for development after 31 December 2021
- Supporting and financing the diversification of our Oil & Gas clients' businesses into renewables, low-carbon fuels and related infrastructure
- Actively supporting our Oil & Gas clients to reduce operational emissions intensity and produce more efficiently
- Facilitating our clients in developing, fulfilling and accelerating robust Net Zero strategies

Sector Dynamics

The Oil & Gas sector accounts for nearly half of global CO_2 emissions, making it a critical focus area in the transition to a Net Zero future. In 2023, the sector faced challenges from geopolitical tensions, changing energy demand and increased pressure to reduce emissions.

Global oil prices were volatile, influenced by OPEC+ supply adjustments and disruptions from the Russia-Ukraine conflict, among other factors. Despite rising calls for a transition away from fossil fuels, demand for oil and gas remained robust, including in Southeast Asia, where many countries depend on fossil fuel revenues to support their economies, making the shift to low-carbon energy more challenging.

Natural gas in particular is seen as a critical bridging fuel in this transition. Malaysia's NETR, for example, highlights the role of natural gas in reducing emissions by facilitating a smoother transition from coal to renewables. Similarly, Indonesia has prioritised natural gas as a key element of its energy mix to meet rising demand. While investments in renewable energy and carbon capture technologies are gaining momentum, rapid scaling of these solutions is hindered by financial constraints, policy gaps and the ongoing dependence on fossil fuel revenues.

Baseline established and 2023 Progress

Guided by the IEA Net Zero Emissions (NZE) scenario, the Group has committed to reducing the Financed Emissions Lending Intensity (FELI) of our Oil & Gas portfolio by 16% by 2030.

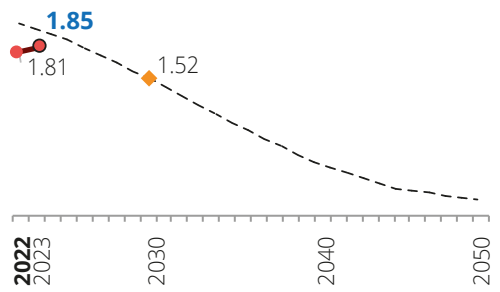
In 2023, the Group achieved a modest 1% YoY reduction from the baseline, effectively aligning with our reference pathway. This was primarily driven by changes in exposure, influenced by clients' utilisation of available credit lines and the extent of funding we provide, including new exposures and repayments. Notably, higher outstanding balances were observed among clients with lower emissions, while high-emission clients had lower drawdowns. Clients who reported their emissions generally demonstrated YoY reductions. We note that Scope 3 emissions disclosure remains a key gap in the sector, largely due to data availability and consistency challenges across the value chain. To address this, we currently rely on third-party data sources, such as S&P Global Capital IQ, which apply proprietary methodologies to estimate these emissions.

Financing prohibitions on upstream oil extraction and production activities

The IEA's NZE pathway states that no new Oil & Gas development projects are needed globally beyond those already committed as of 2021, as existing assets can meet demand. However, in its 2023 update, the IEA noted that while no new 'long lead time' exploration projects are needed – typically requiring 20 years from exploration to production – shorter lead-time projects, such as extending production from existing fields may still be necessary for energy security, particularly in response to short-term disruptions like the Ukraine war. Given our ASEAN footprint, and the region's reliance on natural gas as a transition fuel to reduce coal dependency in the Power sector, our current policy applies restrictions only on new oil field projects. We will continuously review climate science, technological advancements, regulations and developments in ASEAN's Power sector to adjust our position as needed.

Palm Oil

in $tCO_2e/tCPO$



2023 vs CIMB Baseline	2023 vs Target Pathway
+2%	**-10%**

- CIMB Baseline
- CIMB 2030 Target
- Reference Scenario – Adjusted SBTi FLAG Commodity Pathway for Palm Oil (Regional)
- CIMB Annual Progress

In-scope sector value chain

Planting and milling

Emissions scope

- Scope 1 (incl. land use change-related emissions and sequestration) and Scope 2 of plantation, mill and integrated clients
- Scope 3 upstream (i.e., external sourcing of fresh fruit bunches) of integrated clients

Target reduction from baseline to 2030

16%

Decarbonisation Levers

- Adhering strictly to CIMB's No Deforestation, No Peat, No Exploitation (NDPE) commitment requirement
- Supporting clients to obtain certification under international and local certification schemes i.e., Roundtable on Sustainable Palm Oil (RSPO), Malaysian Sustainable Palm Oil (MSPO), Indonesian Sustainable Palm Oil (ISPO) and International Sustainability and Carbon Certification (ISCC) and in conjunction, improving emissions data reporting
- Onboarding new certified sustainable Palm Oil clients, and support our existing clients to implement and accelerate emissions intensity reduction efforts
- Financing biogas plant installation at palm oil mills
- Increasing financing and other forms of support to clients and their suppliers with a focus on economic inclusion and improving livelihoods of vulnerable groups e.g.; upskilling, increasing yields for upstream smallholders, etc.

Sector Dynamics

In 2023, Indonesia and Malaysia, together responsible for about 85% of global palm oil production, saw notable shifts. Indonesia's production reached 47 million tonnes, a slight increase from the previous year, driven by rising domestic consumption under the B35 biodiesel mandate. Meanwhile, Malaysia's production growth was more modest, at around 1%, impacted by weather disruptions and labour shortages.

Both countries continue to lead in sustainable palm oil adoption. In Malaysia, over 97% of oil palm planted areas (5.5 million hectares) are MSPO certified, with the standard now mandatory. In Indonesia, around 90% of GAPKI member companies have ISPO certification; ISPO is also expanding mandatory certification to smallholders, expected to boost national adoption from ~30-40%. Additionally, 20% of global palm oil production is RSPO certified. These sustainability efforts are increasingly crucial as regulations like the EU's Deforestation Regulation impose stricter standards on deforestation-free products.

2023 Progress

Our 2023 emissions intensity for the Palm Oil sector saw a slight YoY increase of 2% from baseline. However, it remains well below the SBTi FLAG reference scenario pathway.

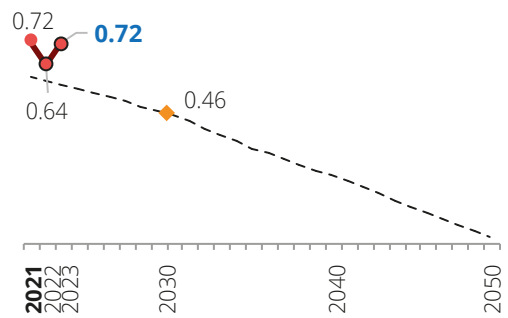
This slight increase can be attributed to the addition of new clients who currently do not disclose their emissions data. In such cases, we apply regional proxies which we have observed to be generally higher than actual disclosed figures. Additionally, some clients adopting the updated GHG Protocol Land Sector and Removals Guidance reported slightly higher emissions, though still below regional proxy levels. Encouragingly, after accounting for restatements, many of these clients continue to show YoY reductions. This mitigated some of the increase in our portfolio emissions intensity and suggests that, as more clients improve their emissions reporting, we may see their performance surpass our current proxies.

When setting our targets, we had anticipated some impacts from evolving reporting methodologies, including the updated GHG Protocol guidance for the Land Sector and Removals. While the impact has been limited so far, we will continue to monitor trends and remain transparent as adoption increases. Concurrently, to further improve data availability issues, we are actively seeking collaboration with industry players to explore opportunities for improvement, especially to support smallholders. We have also enhanced our Palm Oil Sector Guide to request emissions data from our clients, where available. Where disclosure is not yet possible, we will explore the option of recommending action plans with mutually agreed timeframes to encourage the progressive adoption of emissions disclosure within the sector.

Governance & Risk

Cement

in tCO_2e/tCement



2023 vs CIMB Baseline	2023 vs Target Pathway
0%	**+27%**

- CIMB Baseline
- CIMB 2030 Target
- Reference Scenario – SBTi Carbon Intensity Pathway for Cement (Global)
- CIMB Annual Progress

In-scope sector value chain
Cement manufacturers

Emissions scope
Scope 1 and 2

Target reduction from baseline to 2030
36%

Decarbonisation Levers

- Encourage and support the adoption of technologies that reduce emissions
- Provide financing options that incentivise sector decarbonisation
- Influence our Real Estate clients to decarbonise, which will create price signals and demand for more sustainably produced cement
- Collaborate and engage with industry organisations and regulators to contribute ideas on Construction sector decarbonisation efforts
- Onboard new Cement clients selectively with a clear transition plan aligned with Net Zero 2050

Sector Dynamics

In 2023, the ASEAN Cement industry faced rising energy and raw material costs, compounded by inflation. While governments across the region have been actively encouraging greener cement production, the industry continues to face significant challenges due to higher operational costs. Despite these pressures, demand for cement remained robust, primarily driven by large-scale infrastructure projects and rapid urbanisation, particularly in Indonesia, Vietnam and the Philippines.

The sector's significant CO_2 emissions underscored the need for low-carbon alternatives, with efforts underway to reduce clinker content, adopt alternative materials and integrate more renewable energy. These actions, alongside improved energy efficiency, are helping to lower emissions, though progress remains uneven across the region.

2023 Progress

The Group's emissions intensity for the Cement sector saw a 12% YoY increase to 0.72 tCO_2e/tCement in 2023, compared to 0.64 tCO_2e/tCement in 2022, reverting to the 2021 baseline figure.

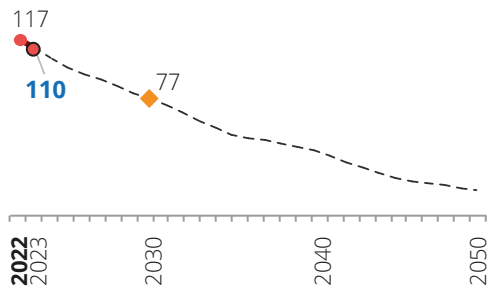
This increase was primarily driven by a large bond facilitated for a client operating at the higher end of the emissions intensity range compared to other regional peers that disclose emissions. However, we noted that the client in question has a decarbonisation strategy in place, with clear mid- and long-term targets, supported by consistent YoY reductions in its emissions. As such, we believe its best to continue to support such clients, even though doing so can have short term impacts to our sector emissions intensity.

The impact of these facilitated emissions is temporary, as they are recorded for one year, as per the Partnerships for Carbon Accounting Financials (PCAF) methodology. Excluding the emissions from this facility, the Group's Cement sector portfolio would have continued to show a reduction in emissions intensity, aligning more closely with the Science Based Targets initiative (SBTi) pathway at 0.60 tCO_2e/tcement for 2023.

Furthermore, the majority of clients in our portfolio that disclose their emissions data have shown a consistent YoY reduction in emissions intensity. This trend is often attributed to an improved clinker mix and a higher proportion of renewable energy in their overall energy mix.

Real Estate

in $kgCO_2e/m^2$



2023 vs CIMB Baseline	2023 vs Target Pathway
-6%	**-1%**

- CIMB Baseline
- CIMB 2030 Target
- Reference Scenario – IEA APS & CRREM v2 (Regional)
- CIMB Annual Progress

In-scope sector value chain

Commercial real estate portfolio, excl. developers that exclusively develop residential properties, and residential mortgages

Emissions scope

Scope 1 and 2 operational emissions from buildings, which may also include Scope 3 tenant emissions for real estate developers

Target reduction from baseline to 2030

34%

Decarbonisation Levers

- Financing the development, retrofit and maintenance of more energy efficient buildings, including actively directing funding towards buildings with higher energy efficiency ratings and green building certification
- Support energy transition in buildings including electrification, installation of onsite renewable energy capacity, and procurement of renewable energy via PPAs
- Enabling and supporting our clients to develop and achieve Net Zero plans

Sector Dynamics

The real estate sector in Southeast Asia is at a critical crossroads, with the convergence of rapid urbanisation, rising energy demand and climate goals. As of 2023, buildings account for around 30% of the region's energy use and 27% of CO_2 emissions, with these figures projected to rise without substantial action.

Decarbonisation of the Real Estate sector is highly dependent on the decarbonisation of the power sector. As buildings increasingly rely on electricity for heating, cooling and other functions, transitioning to clean, renewable energy is crucial to lowering emissions. To meet climate targets, the Real Estate sector must focus on energy-efficient designs, electrification and the use of low-carbon energy sources.

Governments in Southeast Asia are making progress, but challenges persist. Malaysia's NETR sets ambitious energy efficiency goals for 2040 and 2050. Thailand's Green Building Code is strengthening standards, while Singapore aims to green 80% of buildings by 2030. Indonesia has also introduced regulations promoting energy-efficient building designs and renewable energy adoption. However, high upfront costs, inconsistent policies and limited financial incentives continue to slow progress.

Baseline Established and 2023 Progress

Recognising the sector's critical role in climate action, CIMB has set a target to reduce the operational emissions intensity of our Commercial Real Estate portfolio by 34% by 2030, focusing on Scope 1 and 2 operational emissions from buildings, and Scope 3 from tenant emissions. This target aligns with the Carbon Risk Real Estate Monitor (CRREM) and the IEA Announced Pledges Scenario (APS) for grid decarbonisation. While the decarbonisation of the power grid is essential to meeting our Real Estate portfolio goal, we recognise that our sector clients can only influence the energy transition to a limited extent.

To reflect these realities, we have developed a reference pathway based on the CRREM Net Zero emissions scenario, while assuming that the grid decarbonises in line with the IEA Announced Pledges Scenario (APS). This pathway incorporates a Net Zero view on required energy efficiency improvements which are within the control of our Real Estate clients, with a more realistic view of the energy transition, based on national commitments.

In 2023, we achieved a 6% YoY reduction in emissions intensity relative to baseline, tracking slightly ahead of the reference scenario pathway by 1%. This reduction was driven by increased exposure to clients with lower emissions, alongside improvements in emissions performance from existing clients that disclose emissions data.

Meeting our 2030 target depends heavily on the decarbonisation of the Power sector, which is expected to account for 76% of the required emissions intensity reduction. CIMB will continue supporting grid decarbonisation through our Net Zero strategy for the Power portfolio and promote low-carbon technologies, renewable energy and sustainable designs among Real Estate clients, while encouraging emissions disclosure to enable monitoring of progress.

Governance & Risk

HEAR FROM CIVIL SOCIETY: ENERGY SHIFT INSTITUTE

REVIEWING CIMB'S NET ZERO TARGET FOR OIL & GAS

By Energy Shift Institute

CIMB has taken significant steps in aligning its Oil & Gas financing policy with global net-zero ambitions. Notably, its commitments to enhanced due diligence, financing restrictions on new coal and oil field projects, and engagement with clients on transition strategies signal meaningful progress. These initiatives place CIMB ahead of several regional peers and reflect an evolving approach to responsible banking.

However, further refinements could strengthen CIMB's policy alignment with international best practices. While restrictions on new oil fields are in place, the continued support for certain gas projects presents challenges in fully aligning with the Paris Agreement's 1.5°C pathway. Enhancing transparency on project-level assessments and defining clearer exit strategies for high-emission assets would strengthen CIMB's credibility as a Net Zero leader.

TARGET SETTING AND ALIGNMENT WITH GLOBAL AND REGIONAL NET ZERO PATHWAYS

CIMB's target-setting approach aligns with global Net Zero trajectories while incorporating regional considerations. By anchoring its policy on the IEA's Net Zero Emissions 2050 scenario, CIMB maintains credibility while adapting to ASEAN-specific transition realities. The Bank's commitment to reducing Financed Emissions Lending Intensity (FELI) by 16% by 2030 acknowledges both the region's energy transition challenges and the necessity of long-term decarbonisation. While FELI is a strong and relevant metric, integrating absolute emissions or emissions intensity targets, or further detailing the trajectory of FELI declines would enhance transparency and accountability. Providing clearer interim targets and milestones would also reinforce CIMB's progress monitoring and ensure greater alignment with international best practices.

GAS FINANCING POSITIONING

The Bank's policy acknowledges the IEA's position that no new Oil & Gas exploration and production is required from 2021, while also recognising that Southeast Asia is expected to phase out coal power amid rising energy demand. It is encouraging that CIMB supports the phase-out of coal power and aims to facilitate a responsible and smooth transition. This has led to the recognition that gas power may serve as a transition fuel where stable renewable energy supply remains unviable. Ongoing assessment of the high costs of gas power amid the declining costs of renewables and storage in many markets will be necessary to determine whether gas power remains a viable investment even during the transition period.

Additionally, while CIMB's differentiation between Oil & Gas financing is well articulated, a clearer long-term strategy on new upstream gas financing would provide further market certainty and reinforce CIMB's credibility as a Net Zero leader. Some peer banks have indicated phased approaches to winding down gas financing, signalling an eventual shift.

METHANE REDUCTION COMMITMENTS

CIMB recognises methane as a critical climate risk, particularly given methane's significantly higher short-term global warming potential compared to carbon dioxide. Addressing methane emissions is one of the most immediate and cost-effective opportunities to reduce climate impact. However, a key question remains regarding how CIMB engages with clients on methane reduction. Some financial institutions have introduced conditional financing or incentives tied to methane abatement commitments. Greater specificity on client expectations – such as requiring methane reduction strategies or linking financing terms to methane performance – could further enhance the Bank's position as a climate-conscious financier.

SENDING STRONG MARKET SIGNAL

CIMB's Oil & Gas Net Zero policy signals to the market, by placing its sector-focused clients on notice, that they must begin diversifying to remain competitive, while also recognising the importance of a just transition. It is encouraging that the Bank stands ready to support this transition, reinforcing an important message that proactive adaptation is essential for long-term sustainability.

Global financial markets are increasingly integrating climate risk into investment and lending decisions. As international capital flows shift toward sustainable finance, banks that proactively adapt their portfolios will be better positioned to maintain access to global funding and mitigate stranded asset risks. Building on this strong foundation with additional measures – such as emissions intensity targets, enhanced methane reduction expectations and clearer gas financing timelines – will not only solidify their Net Zero trajectory but also enhance their ability to navigate evolving markets and regulatory expectations.

Fear of criticism or the pursuit of perfection should not stall progress. CIMB has taken a bold step forward by establishing a progressive Oil & Gas financing framework, setting an important precedent in Southeast Asia.

Christina Ng
Co-founder & Managing Director
Energy Shift Institute

NATURE AND BIODIVERSITY

CIMB operates in one of the world's ecologically rich regions, where biodiversity is essential for both environmental and economic stability. Asia's diverse natural ecosystems, including coral reefs, mangroves, rainforests and peatlands, play a pivotal role in supporting socio-economic development and environmental resilience.

However, these ecosystems face increasing threats from human activity, such as deforestation, land use changes and resource overexploitation, particularly in agriculture and infrastructure, with impacts further intensified by climate change. Over a million species are at risk of extinction due to mounting pressures that threaten the balance of ecosystems.

The impact extends beyond nature. According to the World Economic Forum[1], over US$44 trillion in global economic value – more than half of the world's GDP – depends on nature and its services.

Recognising our role as a responsible financial institution, CIMB is committed to addressing nature and biodiversity loss through responsible financing, sustainable operational practices and strategic partnerships that help preserve ecosystems essential for long-term economic and environmental resilience.

In 2024, we published our Statement on Biodiversity and Nature with the goal of encouraging, engaging and enabling our clients and other stakeholders, while steering our operations towards preventing, mitigating and reversing nature loss. The statement includes:

1 Integration of Nature Considerations

Embed nature and biodiversity considerations into CIMB's sectoral policies, risk management frameworks and decision-making processes to help ensure that environmental impacts are minimised and positive contributions are maximised

2 Portfolio Alignment with Nature-Positive Goals

Steer CIMB's portfolio towards activities that contribute to the prevention, mitigation and reversal of nature loss, while promoting biodiversity and ecosystem balance and overall health

3 Client and Stakeholder Engagement

Collaborate with clients and other stakeholders to promote nature-positive practices, support impact-driven initiatives and foster a shared commitment to nature protection and conservation

4 Mitigation of Nature-Related Risks

Identify, assess, and manage nature-related dependencies, impacts and risks across CIMB's operations and our financing and investment portfolios including physical, transition and systemic risks

5 Just Transition Advocacy

Uphold equity and inclusivity in CIMB's efforts to protect nature and address climate change with actions that benefit all stakeholders in ASEAN, including indigenous and other vulnerable populations

For further details, refer to our Statement on Biodiversity and Nature on our website

NO DEFORESTATION, NO PEAT, AND NO EXPLOITATION (NDPE)

CIMB's commitment to NDPE remains central to our efforts to protect nature and biodiversity and promote ecosystem integrity. Since rolling out our NDPE principles in 2022 for the Palm Oil, Forestry (including Rubber), and Timber Plantation sectors, we have continuously strengthened our environmental safeguards and integration of biodiversity considerations.

In 2024, we further enhanced our NDPE requirements for the Palm Oil sector by expanding the commitment scope to include third-party suppliers and introducing supply chain traceability requirements. Strengthening traceability within the Palm oil supply chain is crucial in fostering transparency, accountability, and the effective implementation of NDPE commitments.

KEY OUTCOMES

- Strengthened our NDPE commitment requirement through peer benchmarking and global frameworks, aligning with evolving standards
- Enhanced assessment and response measures
- Published our Statement on Biodiversity and Nature
- Established clear guidelines to mitigate deforestation, safeguard peatlands and prevent exploitation in high-risk regions

[1] *New Nature Economy Report II: The Future of Nature and Business, World Economic Forum (2020)*

Governance & Risk

BIODIVERSITY RISK ASSESSMENT

In 2024, we continued to enhance our Deforestation and Biodiversity Risk Assessment process, strengthening our ability to evaluate biodiversity risks in the projects and clients we finance. Leveraging three advanced web applications, the process integrates nearly real-time data on peatlands, conservation-managed areas such as UNESCO-MAB Biosphere Reserves and Ramsar Sites, and IUCN-designated protected zones, including national parks and wildlife reserves. These insights enable us to determine whether additional detailed risk assessments are required to evaluate physical and reputational biodiversity risks.

This evolved approach enhances the validation of critical information, including top risk indicators, facilitates more informed decision-making, equips stakeholders with evidence-based strategies to address biodiversity challenges effectively and guides data collection and analysis, enabling targeted efforts within their operations.

This year, the assessment continues to be rolled out and implemented by trained teams across Malaysia, Singapore, Thailand and Cambodia, specifically for land intensive sectors such as agriculture, forestry, and mining and quarrying. As a core component of our Enhanced Sustainability Due Diligence (ESDD) toolkit, the assessment played a pivotal role in evaluating two high-profile Malaysian cases, further solidifying the robustness and integrity of our ESDD process.

STAKEHOLDER ENGAGEMENT

Protecting biodiversity demands collective action, and at CIMB, we believe in creating meaningful partnerships to drive impactful change.

KEY ENGAGEMENTS

- Strengthened partnerships with clients and stakeholders to address nature and biodiversity risks and opportunities across sectors
- Supported client alignment with NDPE principles, promoting stricter deforestation-free supply chain practices and improved monitoring systems
- Worked closely with selected clients to implement NDPE commitments, including conducting High Conservation Value (HCV) assessments before land clearing
- Encouraged adherence to global certification schemes such as MSPO, ISPO and RSPO, embedding NDPE principles across operations

This year, we proudly contributed to the UNEP FI PRB Nature Capacity-Building Programme for APAC, where we shared our evolving understanding of nature-related risks and opportunities. As a founding signatory to the Principles for Responsible Banking (PRB), we discussed our journey in navigating the sustainable finance regulatory landscape, integrating the Locate, Evaluate, Assess, Prepare (LEAP) approach and leveraging frameworks like the Taskforce on Nature-related Financial Disclosures (TNFD). These insights reinforce our ability to align with global best practices while supporting regional biodiversity efforts.

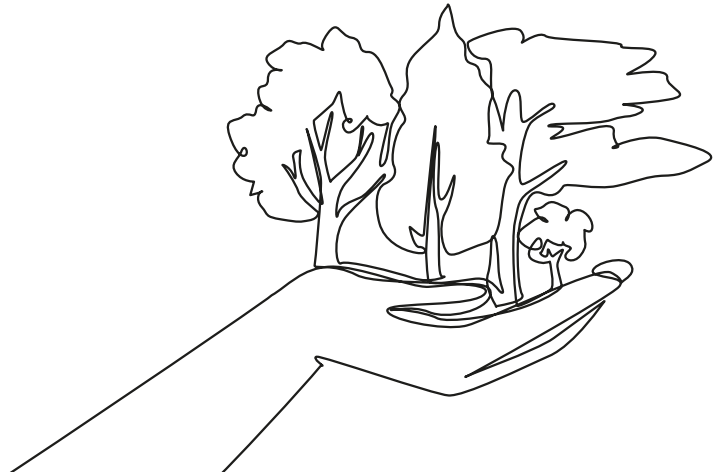
CIMB also continued our active involvement in the Malaysian National Biodiversity Policy Implementation – Business Advisory Group. Here, we collaborated on strategies and roadmaps to align the private sector with Malaysia's commitments under the Kunming-Montreal Global Biodiversity Framework, further embedding biodiversity protection into business practices.

Our work reflects a shared vision to support biodiversity for CIMB and for the ecosystems and communities we serve.

CIMB also supports nature and biodiversity initiatives through our business and corporate citizenship efforts. Read more about these on pages 46 and 71 to 72 respectively.

KEY OUTCOMES

- Strengthened commitments on Nature and Biodiversity through our enhanced NDPE commitment requirement
- Led knowledge sharing through the UNEP FI PRB Nature Capacity-Building Programme for APAC, contributing to the protection of nature and biodiversity in the industry



HUMAN RIGHTS

Human rights form the foundation for peace, stability and ongoing progress. They are essential to creating equitable and inclusive societies where individuals can thrive and contribute meaningfully to their communities.

Human rights are a cross-cutting issue, and deeply intertwined with economic and environmental challenges. Environmental crises such as floods and droughts disproportionately impact vulnerable groups, including indigenous communities and women, amplifying inequalities and threatening livelihoods. A growing movement recognises that a safe and stable climate is fundamental to the protection of human rights.

Businesses play a pivotal role in shaping human rights outcomes. While they drive economic growth, they can also contribute to adverse impacts on people, the environment and society. CIMB acknowledges our critical role in advancing respect for human rights. Operating in jurisdictions with diverse and complex human rights challenges, we are committed to embedding human rights considerations into our financing practices, operations and partnerships. By doing so, we aim to contribute to equitable socio-economic progress and support efforts to enable a fairer and more resilient world.

HUMAN RIGHTS GOVERNANCE

We have a robust governance framework for human rights, with oversight anchored at the highest levels of the Bank. Ultimate responsibility rests with the Board of Directors and its delegated authority, the Group Sustainability and Governance Committee. At the managerial level, the Group Chief Sustainability Officer oversees human rights as a key aspect of sustainability risk management at CIMB.

Our Group Human Rights Policy outlines our commitments and approach to addressing critical human rights risks. Aligned with international frameworks such as the UN Guiding Principles on Business and Human Rights (UNGP), the UNEP FI Principles for Responsible Banking, and Bank Negara Malaysia's VBI Financing and Investment Impact Assessment Framework, the Policy is applied across all our regional operations and adapted for local contexts in Indonesia, Thailand, Cambodia, and Vietnam.

In 2024, we updated our Group Human Rights Policy and processes, expanding our grievance mechanism to cover our value chain, including vendors and clients. Recognising the link between human rights and environmental issues, we now address environmental grievances as well. Our remediation framework, aligned with the UNGP, ensures proportionate action based on our responsibility. Learn more on our website.

CIMB's Enhanced Human Rights Grievance Mechanism

01 Receive

- Complaints received through various channels. For full list of channels, visit our website
- The complainant will be informed accordingly on the status of acceptance of the complaint
- If the case involves a business relation[1] (BR), request will be sent for their consent to participate in the grievance mechanism process

02 Investigate

- The investigative team is assigned. An external party may be consulted
- We engage in dialogue with the complainant or their representatives as well as our BR (where applicable) throughout the process whenever possible
- Periodic updates will be given to the complainant, where possible

03 Approve

- If CIMB is found to have caused, contributed to, or been linked to human rights violations, a remediation plan is proposed
- Remediation plan is developed alongside the complainant and where applicable, our BR
- The plan is then approved by the Group Chief Sustainability Officer, Group Sustainability Council, and, if required, the Group Sustainability and Governance Committee

04 Implement

- Progress is tracked and publicly reported through our Sustainability Report or website

[1] *Business relations refer to CIMB's clients and suppliers.*

Governance & Risk

NAVIGATING THE COMPLEXITIES OF GRIEVANCE MECHANISMS IN BANKING

Developing and implementing an effective grievance mechanism within a bank is a challenging endeavour, shaped by systemic factors inherent to banking operations and the complexities of large-scale global projects. At CIMB, we recognise these difficulties and approach the process as a continuous journey of learning and improvement. Along the way, we have encountered various challenges. This section explores the steps we are taking to address them.

Challenges in Banking Secrecy Provisions

Stakeholder engagement is fundamental to effective grievance mechanisms. Under the United Nations Guiding Principles on Business and Human Rights (UNGP), Principle 31 emphasises that grievance mechanisms should be based on dialogue and engagement. Through this process, companies can learn to design systems that build credibility and foster trust with affected stakeholders. This also facilitates fair investigations and outcomes that are centred on the needs of right-holders.

However, banks face unique challenges in this space. In Malaysia, for instance, the Banking and Financial Institutions Act 1989 (BAFIA) prohibits banks from disclosing any business relationship with clients. Acknowledging or even hinting at a relationship, or confirming that a grievance involves a client, violates this provision. Similarly, conducting on-ground investigations could inadvertently signal the client's presence in the area, further breaching confidentiality rules.

Given these constraints, our grievance mechanism prioritises securing client consent before engaging with right-holders. Collaboration with clients is vital to enabling effective remediation, as meaningful solutions on the ground require their active cooperation. In situations where collaboration is not feasible, CIMB will conduct internal investigations, and if necessary and appropriate, taking actions against business relations, which may include refraining from extending future financing. Another approach involves partnering with civil society organisations (CSOs) and NGOs. However, this requires careful coordination that supports broad-based collaboration while avoiding affiliations with specific regions or cases that can inadvertently disclose client identities.

Investigation Challenges in a Global Context

Large-scale projects with significant human rights impacts are often financed by multiple banks, presenting opportunities for collaboration. By working together, banks can pool resources, increase collective pressure on companies to act and deliver more robust remediation for right-holders. Collaborative investigations also help distribute costs and foster shared accountability, making this an approach that CIMB is keen to pursue.

A further complication is the difficulty in validating the authenticity of documents provided during investigations. For instance, in cases involving Free, Prior and Informed Consent (FPIC), a client may provide signed agreements with local communities. However, it is difficult for banks to independently verify whether the signatures obtained were genuine or signed under duress. This verification would require in-depth investigations.

Given these challenges, CIMB relies on credible third-party evidence to identify potential issues, including sources such as established investigative journalism, reports from human rights organisations, NGOs, CSOs and national assessments of local landscapes. In regions with a high risk of coercion and violence, we go beyond simply accepting documents from clients at face value. Instead, we take a more critical approach to thoroughly assess and address any risk.

A Commitment to Continuous Improvement

Despite these challenges, CIMB remains committed to continuously improving our grievance mechanism through ongoing stakeholder engagements and collective problem-solving. Each case is an opportunity to refine our processes, to better uphold trust, transparency, and effective resolution while navigating the complexities of the banking industry.

OUR HUMAN RIGHTS DUE DILIGENCE PROCESSES

	Employees	Suppliers	Clients[2]
Assess	• Engaged through various channels, including direct consultations, focus groups, surveys and union engagement sessions	• Basic Sustainability Due Diligence[1] (BSDD) which includes assessments on human rights risks	• Basic Sustainability Due Diligence (BSDD)[3], which includes assessments of human rights risks, particularly in companies and sectors linked to reliance on low-wage and/or migrant workers and includes checks for adverse media coverage and controversies • Clients in high-risk sectors are required to comply with human rights requirements outlined in our Sector Guides • Enhanced Sustainability Due Diligence (ESDD) for high risk cases
Prevent	• Policies and processes to support the fair and equitable treatment of all our employees • Frequent training sessions	• Suppliers are required to commit to CIMB's Vendor Code of Conduct which outlines respect for human rights	• Through our Group Sustainable Financing Policy, we have established robust systems to identify and mitigate high risks of adverse human rights impacts in the projects and clients we finance
Mitigate	• Outcomes of engagements are reviewed and integrated into internal policies, procedures and strategies, to facilitate continuous improvement	• Engagements and capacity building sessions	• Pre-agreed time-bound action plans such as establishing a human rights policy and due diligence process

[1] *Suppliers are assessed during the online vendor registration as well as during the procurement activities including Request for Proposals and Request for Bid.*
[2] *Limited to non-individual clients. Clients here refer to potential clients and current clients.*
[3] *Assessment is conducted during onboarding and periodic reviews.*

Governance & Risk

CAPACITY BUILDING

Strengthening internal capabilities is essential for effectively implementing human rights initiatives at all levels of the organisation. At the Board and senior management level, we partnered with The Remedy Project to conduct regional training on embedding business and human rights in financial institutions. This session, attended by 280 Board members and senior leaders included global and regional human rights trends, emerging regulations, evolving international expectations of financial institutions to respect human rights and best practices from leading financial institutions.

In line with our revised Policy and Procedure this year, we organised regional training sessions for sustainability and related teams across the region. Our aim is to support our regional counterparts in fully understanding the new processes and adopting them locally.

Bank-wide, we conducted training on business and human rights, our updated Policy and Procedure, and how #teamCIMB can contribute to respecting human rights in their daily roles. The sessions were attended by over 1,000 employees. Additionally, we have made human rights training a compulsory part of the Sustainability Academy and plan to expand this as part of the Bank's e-learning modules.

We also recognise the value of sharing best practices to continuously enhance our internal processes. As a member of the UNEP FI Human Rights Community of Practice, we actively participate in quarterly sessions with banks globally. These sessions provide an invaluable platform for exchanging insights, fostering collaborative ideation and addressing shared challenges.

OUR HUMAN RIGHTS PROGRESS AND PERFORMANCE

To measure our organisation-wide progress and effectiveness in implementing our human rights commitments, we established targets and identified key metrics in 2023. These metrics will be monitored and reported annually to uphold transparency in our efforts and achievements. For relevance and impact, the indicators will undergo periodic reviews, so that we disclose the most meaningful and effective metrics.

Indicator	2023	2024
Number of employees trained in human rights regionally	542	1,346
Suppliers acknowledging our Vendor Code of Conduct annually, including human rights commitments (Malaysia only)	81%	75%
Percentage of clients completing agreed human rights action plans due	83%	95%

KEY OUTCOMES

- Strengthened our Human Rights Policy through key enhancements on grievance mechanism and remediation
- Supported our clients to improve their human rights risk management with 95% of action plans due in 2024 met, over-achieving our target of 75%

GRI Content Index

CIMB Group has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.

THE ORGANISATION AND ITS REPORTING PRACTICES

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
2-1	Organisational details	**Group Profile: Page 4** Name: CIMB Group Holdings Berhad Location: Kuala Lumpur, Malaysia **Key Entities: Page 5** **Our Presence and Solutions: Pages 4 to 5**	
2-2	Entities included in the organisation's sustainability reporting	**About the CIMB Group Sustainability Report 2024: Pages 2 to 3** This report covers our activities in our key markets, primarily Malaysia, Indonesia, Singapore, Thailand and Cambodia.	
2-3	Reporting period, frequency and contact point	**About the CIMB Group Sustainability Report 2024: Pages 2 to 3** • Reporting period: 1 January 2024 to 31 December 2024 • Frequency: Annually • Contact point: sustainability@cimb.com	
2-4	Restatements of information	Not applicable.	
2-5	External assurance	**Statement of Assurance: Pages 161 to 162** The authenticity of this report was verified with an independent assurance conducted by KPMG PLT.	

ACTIVITIES AND WORKERS

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
2-6	Activities, value chain and other business relationships	**CIMB at a Glance: Pages 4 to 5** In 2024, there were no significant changes to the organisation's size, structure, ownership, or supply chain.	
2-7	Employees	**Performance Data Supplement: Pages 8 to 15**	
2-8	Workers who are not employees	**Performance Data Supplement: Page 12**	

GRI Content Index

GOVERNANCE

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
2-9	Governance structure and composition	**Governance and Ethics: Page 100** **CIMB Integrated Annual Report 2024: Pages 136 to 146; 166 to 173**	
2-10	Nomination and selection of the highest governance body	**CIMB Integrated Annual Report 2024: Pages 136 to 146; 166 to 177**	
2-11	Chair of the highest governance body	**CIMB Integrated Annual Report 2024: Page 169**	
2-12	Role of the highest governance body in overseeing the management of impacts	**Governance and Ethics: Pages 100 to 101** **CIMB Integrated Annual Report 2024: Page 173**	
2-13	Delegation of responsibility for managing impacts	**Governance of Sustainability: Pages 101 to 102**	
2-14	Role of the highest governance body in sustainability reporting	**Governance of Sustainability: Pages 101 to 102**	
2-15	Conflicts of interest	**CIMB Integrated Annual Report 2024: Pages 218, 232, 251**	
2-16	Communication of critical concerns	**CIMB Integrated Annual Report 2024: Pages 173, 200 to 201**	
2-17	Collective knowledge of the highest governance body	**CIMB Integrated Annual Report 2024: Pages 136 to 146**	
2-18	Evaluation of the performance of the highest governance body	**CIMB Integrated Annual Report 2024: Page 176 and 177**	
2-19	Remuneration policies	**Sustainability Linkages to Pay: Pages 102 to 103, 119 to 120** **CIMB Integrated Annual Report 2024: Pages 178 to 183**	
2-20	Process to determine remuneration	**Sustainability Linkages to Pay: Pages 102 to 103, 119 to 120** **CIMB Integrated Annual Report 2024: Pages 178 to 183**	
2-21	Annual total compensation ratio	**CIMB Integrated Annual Report 2024: Page 179**	

STRATEGY, POLICIES AND PRACTICES

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
2-22	Statement on sustainable development strategy	**Sustainability Progress Report by Group Chairman, Chair of GSGC and Grouo CEO: Pages 6 to 11**	
2-23	Policy commitments	**Sustainability Policies: Page 103**	
2-24	Embedding policy commitments	**Our scorecard: Pages 32 to 35**	
2-25	Processes to remediate negative impacts	**Upholding Respectful Workplace: Page 92** **Governance and Ethics: Pages 101 and 103** **Client Engagements on Environmental and Social Issues: Page 112** **Human rights: Page 145**	
2-26	Mechanisms for seeking advice and raising concerns	**Upholding Respectful Workplace: Page 92** **Whistleblowing Policy: Page 101** **Human rights: Page 145**	
2-27	Compliance with laws and regulations	**CIMB Integrated Annual Report 2024: Pages 133, 190 to 201**	
2-28	Membership associations	**CIMB website: Our partnerships**	
2-29	Approach to stakeholder engagement	**Stakeholder Engagement: Pages 24 to 26**	
2-30	Collective bargaining agreements	**Talent Attraction, Growth and Retention: Page 91**	

MATERIAL TOPICS

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-1	Process to determine material topics	**Material matters: Page 29**	
3-2	List of material topics	**Material matters: Page 30**	

GRI Content Index

SUSTAINABLE AND RESPONSIBLE FINANCE

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Sustainable and Responsible Finance: Managing E&S risks in financing and capital raising: Pages 102 to 112** **Sustainable and Responsible Finance: Pages 38 to 46**	
Non-GRI Disclosures	Green, Social, Sustainable Impact Products and Services (GSSIPS) Disbursed	**Performance Data Supplement: Pages 4 to 5**	

GOVERNANCE AND ETHICS

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Governance and Ethics: Pages 100 to 101**	
205-1	Operations assessed for risks related to corruption	**Performance Data Supplement: Page 7**	
205-2	Communication and training about anti-corruption policies and procedures	**Bribery and Corruption: Page 100** **Performance Data Supplement: Page 17**	
207-1	Approach to tax	**Tax Management: Page 101** **Responsible Tax Management**	
207-2	Tax governance, control, and risk management	**Tax Management: Page 101**	
207-3	Stakeholder engagement and management of concerns related to tax	**Tax Management: Page 101**	

CYBERSECURITY AND DATA PRIVACY

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Cybersecurity and Data Privacy: Pages 61 to 63**	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	**Cybersecurity and Data Privacy: Page 63**	

ECONOMIC INCLUSION AND FINANCIAL LITERACY

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Economic Inclusion and Financial Literacy: Pages 47 to 52**	
Non-GRI Disclosure	Micro and small enterprise financing	**Performance Data Supplement: Page 5**	
Non-GRI Disclosure	People reached via financial literacy programmes	**Performance Data Supplement: Page 21**	

RISK MANAGEMENT AND BUSINESS RESILIENCE

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Risk Management and Business Resilience: Pages 103 to 108**	
201-2	Financial implications and other risks and opportunities due to climate change	**Identifying Key Climate-Related Risks: Page 122**	

DIGITALISATION AND INNOVATION

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Digitalisation and Innovation: Pages 57 to 60**	
Non-GRI Disclosures	Registered digital users	**Digitalisation and Innovation: Page 60**	

HUMAN RIGHTS

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Human Rights: Pages 145 to 148**	
413-1	Local Communities	**Sustainability Due Diligence: Pages 111 to 115**	

GRI Content Index

CLIMATE CHANGE

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Climate Change: Risks and Opportunities: Pages 116 to 142** **Climate Change and Operational Footprint: Pages 80 to 82**	
302-1	Energy consumption within the organisation	**Performance Data Supplement: Page 26**	
302-4	Reduction of energy consumption	**Climate Change and Operational Footprint: Page 82**	
305-1	Direct (Scope 1) GHG emissions	**Climate Change and Operational Footprint: Page 82** **Performance Data Supplement: Page 24**	
305-2	Energy indirect (Scope 2) GHG emissions	**Climate Change and Operational Footprint: Page 82** **Performance Data Supplement: Page 26**	
305-3	Other indirect (Scope 3) GHG emissions	**2023 Financed Emissions Supplementary Report: Page 7** **Climate Change and Operational Footprint: Page 82** **Performance Data Supplement: Pages 26 to 28**	
305-4	GHG emissions intensity	**Derivation of GHG emissions per FTE: Performance Data Supplement: Page 8, 23** **Financed Emission: Pages 124, 136 to 141**	
305-5	Reduction of GHG emissions	**Climate Change and Operational Footprint: Page 82** **Performance Data Supplement: Page 23**	

WASTE

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
306-1	Waste generation and significant waste-related impacts	**Operational Footprint**	
306-2	Management of significant waste-related impacts	**Operational Footprint**	
306-3	Waste generated	**Performance Data Supplement: Page 30**	
306-4	Waste diverted from disposal	**Performance Data Supplement: Page 30**	
306-5	Waste directed to disposal	**Performance Data Supplement: Page 30**	

DIVERSITY AND INCLUSION

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Diversity and inclusion: Pages 95 to 97**	
405-1	Diversity of governance bodies and employees	**Diversity and inclusion: Page 96** **Performance Data Supplement: Pages 11 to 15**	
405-2	Ratio of basic salary and remuneration of women to men	**Performance Data Supplement: Pages 12 to 15**	
406-1	Incidents of discrimination and corrective actions taken	**Upholding a Respectful Workplace: Page 92**	

CUSTOMER EXPERIENCE

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Customer Experience: Pages 53 to 56**	
Non-GRI Disclosure	Net Promoter Score (NPS)	**Performance Data Supplement: Page 4**	
Non-GRI Disclosure	Customer Satisfaction	**Performance Data Supplement: Page 4**	

NATURE AND BIODIVERSITY

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Nature and Biodiversity: Pages 143 to 144**	
304-2	Significant impacts of activities, products and services on biodiversity	**Risk Management and Business Resilience: Pages 105 to 107, 143 to 144**	
304-3	Habitats protected or restored	**Sustainable and Responsible Finance: Driving positive impacts: Page 46** **Client Engagement on Environmental and Social Issues: Driving positive impacts: Page 46** **Corporate Citizenship: Pages 71 to 72**	

TALENT ATTRACTION, GROWTH AND RETENTION

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Wellness and Wellbeing: Pages 86 to 94**	
401-1	New employee hires and employee turnover	**Performance Data Supplement: Pages 9 to 10**	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	**Wellness and Wellbeing: Page 93**	
403-1	Occupational health and safety management system	**Employee Health and Safety: Page 92**	
403-2	Hazard identification, risk assessment, and incident investigation	**Employee Health and Safety: Page 92**	
403-4	Worker participation, consultation, and communication on occupational health and safety	**Employee Health and Safety: Page 92**	

GRI Content Index

TALENT ATTRACTION, GROWTH AND RETENTION (CONTINUED)

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
403-5	Worker training on occupational health and safety	**Employee Health and Safety: Page 92**	
403-6	Promotion of worker health	**Employee Health and Safety: Pages 92 to 93**	
403-8	Workers covered by an occupational health and safety management system	**Employee Health and Safety: Page 86**	
403-9	Work-related injuries	**Performance Data Supplement: Page 19**	
404-1	Average hours of training per year per employee	**Performance Data Supplement: Pages 16 to 18**	
404-2	Programs for upgrading employee skills and transition assistance programs	**Talent Attraction, Growth and Retention: Page 88**	

CORPORATE CITIZENSHIP

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
3-3	Management of material topics	**Corporate Citizenship: Pages 64 to 77**	
203-1	Infrastructure investments and services supported	**Corporate Citizenship: Pages 64 to 77** **Performance Data Supplement: Page 21**	
413-1	Operations with local community engagement, impact assessments, and development programs	**Corporate Citizenship: Pages 64 to 77**	

OTHER DISCLOSURES

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, References and Page Numbers	Omission
201-1	Direct economic value generated and distributed	**CIMB Integrated Annual Report 2024: Page 77**	
204-1	Proportion of spending on local suppliers	**Sustainable Supply Chain: Pages 84 to 85**	
415-1	Political contributions	**Corporate Governance**	

IFRS S2 Index

Core Element	Recommended Disclosures	Location of Disclosure	SR 2024 Page References
Governance			
Understand the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	a. Describe the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.	Sustainability Report	Pages 101 to 102, 117 to 120
	b. Describe management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	Sustainability Report	Pages 101 to 102, 117 to 120
Strategy			
Understand an entity's strategy for managing climate-related risks and opportunities	a. Describe the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Sustainability Report	Pages 121 to 123
	b. Describe the current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain.	Sustainability Report	Pages 79 to 85, 121 to 125
	c. Describe the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan.	Sustainability Report	Pages 116, 119 to 120, 124 to 125, 136 to 141
	d. Describe the climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities.	Sustainability Report	Pages 127 to 135

IFRS S2 Index

Core Element	Recommended Disclosures	Location of Disclosure	SR 2024 Page References
Risk Management			
Understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process	a. Describe the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about: i. the input and parameters it uses to identify risks (for example, data sources, the scope of operations covered and the detail used in assumptions); ii. whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks; iii. how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria); iv. whether and how the entity prioritises climate-related risks relative to other types of risk; v. how the entity monitors climate-related risks; and vi. whether and how the entity has changed the processes it uses compared with the previous reporting period.	Sustainability Report	Pages 121 to 122, 134 to 135
	b. Describe the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.	Sustainability Report	Pages 123, 135
	c. Describe how the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Sustainability Report	Pages 103 to 108, 134
Metrics and Targets			
Understand a company's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation	a. Disclose information relevant to the cross-industry metric categories.	Sustainability Report	Pages 32 to 33, 80 to 84 Performance Data Supplement: Pages 4 to 5 Performance Data Supplement: Pages 22 to 32
	b. Describe targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets.	Sustainability Report	Pages 124 to 125, 135 to 141 Performance Data Supplement: Pages 22 to 30

Sustainability Data

TOTAL OPERATIONAL GHG EMISSIONS

Please refer to page 21 to 24 of our Performance Data Supplement for the full disclosure of our GHG Scope 1 and 2 emissions

Scopes (tCO_2e)	2019 (Base Year)	2024	Emissions Reduction (%) 2024 v 2019
Direct GHG emissions (Scope 1)[1]	4,719	4,327*	8.3%
Indirect GHG emissions (Scope 2, Location-Based)	99,536	85,578*	14.0%
Indirect GHG emissions (Scope 2, Market-Based)	99,536	62,904*	36.8%
Other Indirect GHG emissions (Scope 3), Category 1, 5, 6, 7, 8, 9 & 13 excluding Category 15[2]	161	42,161	N/A
Total (Scope 1+2 Market-Based) GHG emissions	**104,254**	**67,232**	**35.5%**
Total (Scope 1+2 Market-Based +3) GHG emissions	**104,416**	**109,393**	**N/A**

N/A – Not Applicable

** Scope 1 – Transport, Genset & Refrigerant Fugitive Emissions and Scope 2 – Purchased Electricity Emissions were assured by KPMG. Read the full Statement of Assurance on pages 161 to 162.*

[1] The increase in refrigerant emissions compared to the previous year is due to the expanded scope of refrigerant monitoring, which now includes branch locations as well as operations in Indonesia, Singapore and Cambodia. In previous years, only Malaysia and Thailand HQs were included, as emissions from other locations were considered minimal. This change reflects our commitment to progressively enhancing data coverage for greater accuracy and completeness.

[2] In 2019, 2020, and 2021, only Category 1 emissions were reported. The reporting scope was expanded in 2022–2023 to include Categories 1, 5, and 6, and further in 2024 to encompass Categories 1, 5, 6, 7, 8, 9, and 13. As Scope 3 categories have been progressively expanded, Scope 3 emissions and total Scope 1, 2, and 3 emissions are not directly comparable across years. For Category 15 emissions, please refer to the Financed Emissions Supplementary Report at https://www.cimb.com/content/dam/cimb/group/documents/sustainbility/2023-financed-emissions.pdf.

DIRECT GHG EMISSIONS (SCOPE 1)

Please refer to our performance data for the full disclosure of our GHG Scope 1 and 2 emissions

Country	Genset Emissions (tCO_2e)			Transport Emissions (tCO_2e)			Refrigerant Emissions[1] (tCO_2e)			Total Scope 1 Direct Emissions (tCO_2e)		
	2019 (Base Year)	2023	2024	2019 (Base Year)	2023	2024	2019 (Base Year)	2023	2024	2019 (Base Year)	2023	2024
Malaysia	22.5	26.6	20.8	155.3	42.9	48.3	14.1	605.4	1,333.5	191.9	674.9	1,402.6
Indonesia	334.6	217.4	263.8	3,110.6	1,563.6	1,603.8	0.0	0.0	340.2	3,445.1	1,781.0	2,207.8
Singapore	0.3	0.1	0.8	20.8	0.0	0.0	0.0	0.0	0.0	21.1	0.1	0.8
Thailand	5.3	11.5	6.4	936.6	382.2	369.7	0.0	109.8	205.0	941.9	503.6	581.1
Cambodia	11.3	2.6	2.8	107.4	114.6	111.8	0.0	0.0	20.2	118.6	117.2	134.9
Total	**373.9**	**258.2**	**294.6**	**4,330.6**	**2,103.3**	**2,133.7**	**14.1**	**715.2**	**1,898.9**	**4,718.6**	**3,076.8**	**4,327.2***

** Scope 1 – Transport, Genset & Refrigerant Fugitive Emissions was assured by KPMG. Read the full Statement of Assurance on pages 161 to 162.*

[1] The increase in refrigerant emissions compared to the previous year is due to the expanded scope of refrigerant monitoring, which now includes branch locations as well as operations in Indonesia, Singapore and Cambodia. In previous years, only Malaysia and Thailand HQs were included, as emissions from other locations were considered minimal. This change reflects our commitment to progressively enhancing data coverage for greater accuracy and completeness.

Petrol and diesel:

- *Malaysia, Singapore, Thailand, and Cambodia: Default emission factors for Direct (Scope 1) GHG emissions from diesel and motor gasoline combustion are taken from IPCC Guidelines for National Greenhouse Gas Inventories (2006). Methane (CH_4) and nitrous oxide (N_2O) were converted into CO_2 equivalents based on global warming potential from the IPCC Fifth Assessment Report, while the default emission factors were based on IPCC Guidelines for National Greenhouse Gas Inventories (2006).*
- *Indonesia: Emission factor was adopted from Ministry of Environment and Forestry (2012). Methane (CH_4) and nitrous oxide (N_2O) were converted into CO_2 equivalents based on global warming potential from the IPCC Fifth Assessment Report, while the default emission factors were based on IPCC Guidelines for National Greenhouse Gas Inventories (2006).*

Refrigerants:

- *Global Warming Potential by GHG Protocol based on IPCC Fifth Assessment Report and Guidelines.*

Sustainability Data

INDIRECT GHG EMISSIONS (SCOPE 2 LOCATION & MARKET-BASED)

Country	Net Grid Electricity Consumption[1] (MWh)			RECs Purchased (MWh)			Rooftop Solar (MWh)			Total Scope 2 Market-Based Emissions (tCO_2e)			Total Scope 2 Location-Based Emissions (tCO_2e)		
	2019 (Base Year)	2023	2024	2019 (Base Year)	2023	2024	2019 (Base Year)	2023	2024	2019 (Base Year)	2023	2024	2019 (Base Year)	2023	2024
Malaysia	74,599	56,275	45,393	0	4,402	15,357	0	0	0	56,779	41,358	34,614	56,779	44,695	45,810
Indonesia	40,315	31,751	27,529	0	7,453	11,284	0	0	457	35,829	28,223	24,512	35,829	34,707	34,329
Singapore	2,489	0.0	0.0	0	1,168	1,239	0	0	0	1,017	0	0	1,017	487	510
Thailand	10,982	7,889	6,647	0	1,000	2,300	0	28	28	5,490	3,944	3,323	5,490	4,444	4,473
Cambodia	1,100	1,249	1,186	0	0	0	0	0	0	422	480	455	422	480	455
Total	**129,484**	**97,164**	**80,756**	**0**	**14,023**	**30,179**	**0**	**28**	**485**	**99,536**	**74,005**	**62,904***	**99,536**	**84,813**	**85,578***

* *This data was assured by KPMG. Read the full Statement of Assurance on pages 161 to 162.*

[1] *Net Grid Electricity Consumption is after deduction of RECs purchased. Please refer to our performance data for further details of the RECs purchased.*

The emission factors are sourced from the respective national agency where available.

- *Malaysia: Default emission factors for grid electricity were obtained from Suruhanjaya Tenaga, Grid Emission Factor (GEF) in Malaysia 2017-2022 (published 2024).*
- *Indonesia: Emission factors were obtained from the Ministry of Energy and Mineral Resources (2019) method.*
- *Singapore: Default emission factors were obtained from Singapore Energy Market Authority (published 2024).*
- *Thailand: Default emission factors were obtained from Thai Carbon Label.*
- *Cambodia: Default emission factors were obtained from the Institute for Global Environmental Strategies (iGES) – Grid Emission Factors in Cambodia (published 2016), applying 2010-2012 National Grid 50:50 Combined Margin Emission Factor.*

TOTAL ENERGY CONSUMPTION

Types of Energy	2019 (Base Year)		2023		2024	
	MWh	GJ	MWh	GJ	MWh	GJ
Purchased Grid Electricity	129,484	466,143	97,164	349,792	80,756	290,721
Purchased RECs	0	0	14,023	50,484	30,179	108,645
Rooftop Solar Electricity	0	0	28	101	485	1,746
Fuel Consumption – Genset[1]	1,474	5,306	1,022	3,680	1,156	4,162
Fuel Consumption – Transportation[1, 2]	16,778	60,402	8,198	29,514	8,261	29,739
Total	**147,736**	**531,851**	**120,436**	**433,569**	**120,837***	**435,012**

* *This data was assured by KPMG. Read the full Statement of Assurance on pages 161 to 162.*

[1] *Petrol and diesel consumption: Gross calorific values for liquid fuels used in energy conversion are based on Carbon Trust 2023 (published in 2024). The energy conversion approach was applied consistently across all countries to ensure comparability of energy consumption data.*

[2] *This accounts for diesel and petrol used by company-owned fleets.*

The conversion factor of 1 MWh = 3.6 GJ was used.

KPMG

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants
Level 10, KPMG Tower
8, First Avenue, Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Telephone +60 (3) 7721 3388
Fax +60 (3) 7721 3399
Website www.kpmg.com.my

The Board of Directors
CIMB Bank Berhad
Level 16 Menara CIMB,
Jalan Stesen Sentral 2,
Kuala Lumpur Sentral,
50470 Kuala Lumpur.

Independent Practitioners' Limited Assurance Report on CIMB Group Holdings Berhad's ("CIMB" or the "Company") Selected Sustainability Indicators for the financial year ended 2024 presented in its Sustainability Report 2024

Conclusion

We have performed a limited assurance engagement on whether the Company's selected sustainability indicators for the financial year ended 2024 listed below ("Selected Sustainability Indicators") have been prepared in accordance with the Company's definition and calculation methodologies as set out on in the Company's Sustainability Report 2024 and/or the Performance Data published in CIMB's website in sections titled 'Investor Relations Annual Reports' ("Applicable Criteria"):

No.	Selected Sustainability Indicators	Boundary
1.	Absenteeism Rate (%)	CIMB Group Holdings Berhad and its subsidiaries except for CIMB Bank (Vietnam) Limited, and Touch and Go Sdn Bhd.
2.	Number of vulnerable customers with wealth-building or protection products; and	CIMB Bank Berhad and CIMB Islamic Bank Berhad.
3.	Number of vulnerable customers with products beyond savings accounts.	
4.	Total Energy Consumption (GJ) – within the organisation;	CIMB Group Holdings Berhad and its subsidiaries, except for CIMB Bank (Vietnam) Limited.
5.	Total Greenhouse Gas ("GHG") Emissions (Scope 1) (tCO_2e) – Fuel consumption from generator set and company-owned vehicles;	
6.	GHG Emissions (Scope 1) (tCO_2e) – Refrigerant in stationary air-conditioning equipment;	
7.	Total GHG Emissions (Scope 2) (tCO_2e) – Purchased Electricity (location-based); and	
8.	Total GHG Emissions (Scope 2) (tCO_2e) – Purchased Electricity (market-based).	

KPMG PLT, a limited liability partnership under Malaysian law and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

KPMG

Conclusion (continued)

No.	Selected Sustainability Indicators	Boundary
9.	Gender pay ratio by employee category	CIMB Group Holdings Berhad and its subsidiaries, except for iCIMB (Malaysia) Sdn Bhd, iCIMB (MSC) Sdn Bhd, Touch and Go Sdn Bhd, CIMB Auto Niaga Finance, CIMB Niaga Sekuritas, and CIMB Bank (Vietnam) Limited.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Selected Sustainability Indicators for the financial year ended 2024 presented in the Company's Sustainability Report 2024 are not prepared, in all material respects, in accordance with the Company's definition and calculation methodologies as set out on in the Company's Sustainability Report 2024 and/or the Performance Data published in CIMB's website in sections titled 'Investor Relations Annual Reports' ("Applicable Criteria"):

Basis for conclusion

We conducted our engagement in accordance with Malaysian Approved Standard on Assurance Engagements ("ISAE") 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. Our responsibilities under this standard are further described in *Our responsibilities* section of our report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Independence and other ethical responsibilities

Our firm applies Malaysian Approved Standard on Quality Management, ISQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Restriction on distribution and use of our report

Our report has been prepared for the Directors of the Company solely in accordance with the terms of our Engagement Letter.

Our report should not therefore be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the Company for any purpose or in any context. Any party other than the Company who obtains access to our report or a copy and chooses to rely on our report (or any part of it) will do so at its own risk. To the fullest extent permitted by law, we will accept no responsibility or liability in respect of our report to any other party, other than the Company, for our work, for the assurance report we will issue, and for the conclusion we reach.

Restriction on distribution and use of our report (continued)

Without affecting, adding to or extending our duties and responsibilities to the Company or giving rise to any duty or responsibility being accepted or assumed by or imposed on us by any other party, we consent to the inclusion of this report in Company's Sustainability Report 2024, to assist the Directors of the Company in responding to their governance responsibilities by obtaining independent limited assurance report on the Selected Sustainability Indicators.

Our conclusion is not modified in respect of this matter.

Responsibilities for the Selected Sustainability Indicators

The Management of the Company is responsible for:

(a) Designing, implementing and maintaining internal control relevant to the preparation of the Selected Sustainability Indicators such that they are free from material misstatement, whether due to fraud or error;

(b) Selecting or developing suitable criteria for preparing the Selected Sustainability Indicators and appropriately referring to or describing the criteria used, including who developed them, when not readily apparent from the engagement circumstances;

(c) Preparing and properly calculating the Selected Sustainability Indicators in accordance with the Applicable Criteria;

(d) Preventing and detecting fraud; and

(e) Selecting the content of the Selected Sustainability Indicators, including identifying and engaging with intended users to understand their information needs.

Inherent limitations

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Company's Sustainability Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Sustainability Report 2024, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Our responsibilities

We are responsible for:

(a) Planning and performing the engagement to obtain limited assurance about whether the Selected Sustainability Indicators are free from material misstatement, whether due to fraud or error;

(b) Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and

(c) Reporting our conclusion to the Directors.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the Selected Sustainability Indicators that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the Selected Sustainability Indicators and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we have performed the following procedures, amongst others:

(a) Enquired Management to gain an understanding of the processes established from which the Selected Sustainability Indicators are derived;

(b) Interviewed relevant staff responsible for preparing and presenting the Selected Sustainability Indicators in the Company's Sustainability Report 2024;

(c) Compared the Selected Sustainability Indicators presented in the Company's Sustainability Report 2024 to underlying sources on a sample basis; and

(d) Read the Selected Sustainability Indicators presented in the Company's Sustainability Report 2024 to determine whether they are in line with our overall knowledge of, and experience with, the sustainability performance of the Company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Other matter

Our assurance conclusion was with respect to the Company's Selected Sustainability Indicators for the financial year ended 31 December 2024 and we have not performed any procedures with respect to earlier periods or any other elements included in the Company's Sustainability Report and therefore, we do not express any conclusion thereon.

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Petaling Jaya

Date: 17 March 2025

www.cimb.com