INTEGRATED ANNUAL REPORT 2025

CIMB

CIMB GROUP HOLDINGS BERHAD

ADVANCING

CUSTOMERS & SOCIETY



RECORD FINANCIAL PERFORMANCE

Delivering strong and resilient results driven by disciplined execution

INVESTING FOR FUTURE GROWTH

Investing in technology, digital innovation and talent to build a next-generation, future ready franchise

SHARING SUCCESS WITH CUSTOMERS AND SOCIETIES

Creating sustainable shareholder value while making positive social impact among customers and communities





Cover Rationale



Advancing Customers and Society
Advancing Customers and Society is more than a theme. It is CIMB's purpose in action. As a leading ASEAN bank, we believe true progress is achieved when economic growth and social well-being advance in tandem. This backdrop highlights our strategic priorities and actions in creating lasting value, not only through strengthening the markets we operate in, but also in uplifting the communities we serve.

The cover design reflects our purpose through a panoramic composition of iconic landmarks from our key ASEAN markets. These visuals symbolise CIMB's deep-rooted presence and the interconnected strength of the region. The imagery represents the broader macroeconomic landscape that we actively help to shape, while the expansive horizon signals a forward-looking era defined by opportunity, resilience and shared growth.

The narrative then moves from the region to the people featured across the inside covers, who form the fabric of our communities and are placed at the heart of our story. The inclusion of students, professionals, small business owners and families from across ASEAN, signifies the diversity of our communities and the breadth of our impact. This human-centred perspective reinforces our commitment to delivering digital, inclusive and sustainable solutions that empower every segment we serve, positioning CIMB not merely as a financial institution, but as a force for positive societal impact.

Unified Visual Identity
While each report serves a distinct purpose, all are unified by a cohesive visual language that reflects an integrated Group strategy. The Integrated Annual Report employs CIMB's primary red to convey leadership, confidence and corporate strength. The Financial Statements adopt a clean, professional aesthetic that underscores transparency, clarity and fiscal discipline. The Sustainability Report reinforces our commitment to environmental stewardship, responsible banking and the delivery of our Economic, Environmental and Social (EES) ambitions.

Reducing the Environmental Impact of this Integrated Annual Report

We have taken steps to manage and minimise the environmental impact of this report and the processes involved in producing it.

Printing reports requires paper, which depends on responsibly managed forest resources. Did you know that, globally, the equivalent of a football field of forest is lost every one or two seconds?

You can help by downloading the soft copy of CIMB's Integrated Annual Report, Financial Statements and Sustainability Report, instead of requesting a hard copy.

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69th Annual General Meeting

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

Wednesday, 29 April 2026 10.00 am

Our reports, awards, directory, news releases and investor updates are available on our corporate website at **www.cimb.com**

About This Report

We are pleased to present our Integrated Annual Report (IAR) 2025, offering a comprehensive view of CIMB Group's performance, strategy, challenges and progress for the year. Guided by our Forward30 strategy, this report highlights ongoing innovation, strengthened resilience and our commitment to stakeholders. As an ASEAN bank, we remain focused on our purpose of Advancing Customers and Society with meaningful impact.

OUR REPORTING SCOPE AND BOUNDARIES

This IAR provides a concise, evidence-based overview of CIMB Group's financial and non-financial performance for the period 1 January to 31 December 2025, unless otherwise stated, covering all banking operations and subsidiaries across our footprint.

The report is most relevant to stakeholders in our core ASEAN markets – Malaysia, Indonesia, Singapore, Thailand, Cambodia, Vietnam, and the Philippines – where CIMB plays an active role in driving financial inclusion, innovation and long-term growth. It also offers valuable insights for stakeholders in other key markets, including Shanghai, Hong Kong and the United Kingdom, in line with the Group's wider operating landscape.

CIMB GROUP'S REPORTING SUITE

Our reporting suite provides an integrated perspective of CIMB Group's performance and sustainability practices, prepared in accordance with recognised reporting frameworks. This IAR serves as our primary report with supplementary disclosures offering expanded detail and insights. The complete set of reports and supporting details can be found at www.cimb.com.

INTEGRATED ANNUAL REPORT (IAR)

WHAT IT COVERS

The Group's financial and non-financial reviews, value-creation journey and model, risk management statement, corporate governance disclosures and AGM-related information.

FRAMEWORKS & STANDARDS

- Companies Act 2016
- Bank Negara Malaysia Corporate Governance Policy
- Bursa Malaysia's Corporate Governance Guide (4th Edition)
- Bursa Malaysia's Main Market Listing Requirements
- Malaysian Code on Corporate Governance by the Securities Commission Malaysia
- International Integrated Reporting Framework (January 2021) under IFRS Foundation
- Malaysian Financial Reporting Standards

FINANCIAL STATEMENT (FS)

WHAT IT COVERS

The Group's full financial report and audited financial statements.

FRAMEWORKS & STANDARDS

- Malaysian Financial Reporting Standards
- International Financial Reporting Standards
- The requirements of the Companies Act 2016
- Bank Negara Malaysia's Guidelines
- The Listing Requirements of Bursa Malaysia Securities Berhad

SUSTAINABILITY REPORT (SR)

WHAT IT COVERS

A detailed account of the Group's sustainability priorities, progress and performance for the reporting year. It outlines key initiatives, results achieved and areas for improvement and presents how the Group addresses sustainability matters relevant to its business, stakeholders and markets.

FRAMEWORKS & STANDARDS

- Bursa Malaysia's Main Market Listing Requirements on Sustainability Reporting
- Global Reporting Initiative (GRI) Standards 2021
- IFRS Sustainability Disclosure Standards as issued by the International Sustainability Standards Board (ISSB)

INTEGRATED THINKING AND REPORTING PROCESS

Each reporting cycle brings our teams together to reflect on the key drivers of our performance and progress. Through cross-functional dialogue, we build shared understanding of our material matters and the challenges shaping our journey. By deepening alignment with Integrated Reporting principles, we strengthen the quality and integrity of our disclosures, providing stakeholders with clarity on our short- and long-term direction.

MATERIALITY

Understanding what matters most to our stakeholders is at the core of our report. We assess them through a double materiality lens: considering both how external factors affect our business and how our activities influence society and the environment. This ensures our strategy and reporting remain focused on the issues most critical to our stakeholders and long-term value creation. Our 13 material matters, as detailed on pages 46 to 47, inform our strategic priorities, risk management and performance metrics.

SUSTAINABILITY RISKS AND GOVERNANCE

Across our ASEAN footprint, we embed economic, environmental, social and governance (EES&G) considerations into strategic planning, risk management, and performance evaluation. Guided by our Sustainability Risk Management Framework, we ensure that sustainability risks are assessed alongside financial and operational risks, reinforcing accountability and transparency in how decisions are made and reported. Additional disclosures on governance and risk management can be found throughout this report and in the Sustainability Report.

DRIVERS AND BENEFICIARIES OF VALUE CREATION

We recognise that value creation is both driven by and shared with our stakeholders. At the heart of this ecosystem is #teamCIMB – a diverse and committed workforce of around 33,000 employees, supported by 2,052 suppliers and a wide network of partners across ASEAN and beyond. Through collaboration, innovation, and shared purpose, they translate CIMB's strategy into tangible outcomes for customers, communities, shareholders, and society.

EXTERNAL ASSURANCE

To uphold the credibility and reliability of our disclosures, the contents of this report have been independently reviewed and assured by qualified external auditors and verification partners.

Assurance Scope	Independent Assurance Provider
Consolidated Financial Statements Audits	PricewaterhouseCoopers PLT
Selected Sustainability Indicators	PricewaterhouseCoopers PLT

FORWARD-LOOKING STATEMENTS

This Report contains forward-looking statements, including statements about sustainability ambitions, goals, targets, strategies and plans. These statements are based on current expectations and assumptions about future events, trends and uncertainties, and actual results may differ materially from those expressed or implied. Forward-looking statements are identified by terms such as "aim", "expect", "intend", "plan", "target", "commit", "will", "may", and similar expressions. These statements are subject to risks, uncertainties and other factors beyond the Group's control that could cause actual outcomes to differ materially. Readers should not place undue reliance on forward-looking statements, and the Group undertakes no obligation to update such statements unless required by law.

The Board acknowledges its responsibility to ensure the integrity of the CIMB Group's Integrated Annual Report 2025. In the Board's opinion, the report addresses all material issues and matters and fairly presents the Group's performance for the year 2025.

Approved by the Board of Directors and signed on behalf of the Board:

Datuk Syed Zaid Albar
Chairman/
Independent Director

Novan Amirudin
Group Chief Executive Officer/Executive Director

NAVIGATION ICONS

FORWARD3D Growth Levers

- **Capital and resources:** Reallocate to grow
- **Cash:** Build deposit franchise to reduce funding cost
- **Cross-sell:** Increase returns
- **Capabilities:** Simpler, Better, Faster

Capital

- Financial Strength
- Physical Network
- Valued People
- Robust Relationships
- Intellectual Capital
- Natural Capital
- Strategic Capital

Key Risks

- Credit Risk
- Market Risk
- Liquidity and Funding Risk
- Interest Rate Risk/Rate of Return Risk in the Banking Book
- Operational Risk
- Technology Risk
- Fraud Risk
- Outsourcing Risk
- Business Continuity Management
- Regulatory Compliance Risk
- Shariah Non-Compliance Risk
- Sustainability Risk
- Financial Crime Risk

Material ESG Matters

- Sustainable and Responsible Finance
- Climate Change
- Risk Management and Business Resilience
- Cybersecurity and Data Privacy
- Governance and Ethics
- Economic Inclusion and Financial Literacy
- Customer Experience
- Human Rights and Labour Standards
- Digitalisation and Innovation
- Nature and Biodiversity
- Diversity and Inclusion
- Talent Attraction, Growth and Retention
- Corporate Citizenship

Cross Reference

- Takes you within our integrated reporting suites (IAR, FS, SR)
- Takes you to CIMB or other websites

Related United Nation's Sustainable Development Goals (SDGs):



CIMB At A Glance

As an ASEAN bank, CIMB Group continues to drive progress and shared prosperity across the region – empowering individuals, businesses and institutions to thrive.

Since establishing CIMB as an ASEAN bank in 2006, we have built a strong and connected presence across 10 markets, anchored by our purpose of Advancing Customers and Society. From our headquarters in Kuala Lumpur, we have grown into a trusted financial partner with around 33,000 #teamCIMB employees serving over 30 million customers across ASEAN and beyond.

OUR PURPOSE AND PRESENCE

OUR PURPOSE

Anchored by our purpose of Advancing Customers and Society, we put customers at the heart of everything we do. We champion sustainability both within our organisation and to those we serve. More importantly, the impact we aspire to create with our purpose is to achieve simpler, better and faster operations for our people, as well as enhanced products and services that deliver the same standards for our customers.

CIMB Group's FORWARD3 strategic plan comprise four strategic growth levers that drive our aspiration and reflect our purpose:

- **Capital:** Reallocate and optimise resources
- **Cash:** Build deposit franchise
- **Cross-sell:** Increase returns
- **Capabilities:** Simpler, Better, Faster

Our FORWARD3 strategic plan is a new six-year roadmap (2025–2030) that sets out how CIMB will compete and lead in the market. It leverages our endowment and strong ASEAN footprint to optimise capital and resources, deliver sustainable financial performance and create long-term value for our shareholders.

OUR VISION

Guided by our core purpose, we **aim to be the leading focused ASEAN Bank**.

L E A D I N G

We strive to be among the top quartile of leading banks in the ASEAN region on financial and non-financial metrics such as Return on Equity (ROE), Cost-to-Income Ratio (CIR), Net Promoter Score (NPS), Employee Sentiment Survey (ESS) and Sustainability Outcomes.

F O C U S E D

We will not be everything to everyone. We focus on key markets and segments, where we play to win.

A S E A N

Our deep-rooted presence in ASEAN is our key differentiator. This identity deeply resonates with our people and our stakeholders.

OUR VALUES

The foundation of our identity lies in our **EPICC values**, steering us to deliver impact the right way, always.

E – Enabling Talent
- We enable and develop our people
- We want to be the best place for the best talent

P – Passion
- We pursue excellence in all we do and deliver beyond the ordinary

I – Integrity & Accountability
- We act in an ethical and trustworthy manner
- We take ownership of all of our actions

C – Collaboration
- We commit to team over individual success
- CIMB's success is our success

C – Customer Centricity
- We put customers at the heart of everything we do
- We always do right by them

Our retail and institutional customers:

Over 30 million

Our self-service access points:

5,590

Our branch network:

576

Our workforce:

Around 33,000



ASEAN

THAILAND

Branches: **46**
Established: **2009**

VIETNAM

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

CAMBODIA

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

PHILIPPINES

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

MALAYSIA

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

INDONESIA

Branches: **292**
Payment and Cash Centres, Digital Lounges and Mobile Cash Vans: **83**
Established: **1955**

SINGAPORE

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

OTHER MARKETS

SHANGHAI

Branch: **1**

HONG KONG

Branch: **1**

UNITED KINGDOM

Branch: **1**

CIMB At A Glance

How we will win

Lead the market on **customer experience** and **service** for focused customer segments

Stay competitive in **providing value** to customers by becoming more efficient

Leverage our **ASEAN footprint** as a differentiator where relevant

Invest in **technology, digital and analytics** to lead on service, experience and value

Be **brilliant at the basics**; end to end risk management, controls, performance orientation

How we will compete

Focus across all segments

Consumer and SME; high quality Wholesale

ASEAN Wholesale and Preferred; niche in Commercial

ASEAN Wholesale and Preferred; niche in Consumer finance

Community-focused bank

Digital innovator leveraging on partnerships to hedge for the future



CIMB BANK

CIMB Bank is the Group's commercial banking arm in Malaysia, with subsidiaries and branches in Thailand, Cambodia, Vietnam, Singapore, the Philippines, the United Kingdom and China.

CIMB INVESTMENT BANK

CIMB Investment Bank is a multiple award-winning investment banking business offering a full suite of financial advisory solutions, including project financing, debt and equity capital markets and mergers and acquisitions. With a deep-rooted presence across Malaysia, Indonesia, Singapore and Thailand, we continue to pioneer and shape the financial landscape of Southeast Asia.

CIMB ISLAMIC

As the Group's Islamic banking franchise, CIMB Islamic offers a comprehensive range of Shariah-compliant products and services, operating in tandem with the Group's conventional banking network.

Regional Banking

CIMB NIAGA

CIMB Niaga serves as the Group's Indonesian banking franchise, providing a wide range of conventional and Shariah-compliant financial solutions through the largest Shariah Business Unit (UUS) network nationwide.

CIMB THAI BANK

CIMB Thai represents the Group's presence in Thailand's banking sector. Publicly listed on the Stock Exchange of Thailand, we are the 8th largest bank in Thailand by assets.

CIMB BANK PLC

CIMB Cambodia is the Group's banking franchise in Cambodia, offering a wide range of banking products and services to individuals, businesses and corporates.

CIMB BANK VIETNAM

CIMB Vietnam is the Group's first digital banking franchise, established in 2016 to serve the growing demand for innovative and accessible banking solutions in Vietnam.

DELIVERING IMPACTFUL SOLUTIONS THROUGH OUR BUSINESS UNITS

Consumer Banking



Provides a comprehensive range of banking solutions for individuals and small businesses across the region, supporting diverse financial needs and strengthening the Group's retail presence.

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

CIMB Digital Assets



CIMB Digital Assets comprises CIMB's portfolio of digital businesses and ventures, which today includes Touch 'n Go and TNG Digital (collectively Touch 'n Go Group), as well as CIMB's digital banking businesses in the Philippines and Vietnam. In addition to driving strategy, growth and overseeing the execution of these businesses, our focus extends towards spearheading value creation of CIMB's investments in these franchises through equity and non-equity partnerships.

Commercial Banking



Delivers customised financial and cash management solutions, supporting businesses of all sizes, including sole proprietorships and partnerships, mid-corporates and small and medium-sized enterprises (SMEs) across the region.

Products and Solutions: Credit and financing facilities, cash management, trade finance, treasury and structured products.

Transaction Banking



Provides a broad range of solutions including digital banking for SMEs, multinationals, government agencies and financial institutions across the region, enabling seamless payments and efficient cash management.

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

Wholesale Banking



Offers end-to-end services to assist large corporations, institutions, multinationals, conglomerates and governments to meet their strategic aspirations while contributing to regional economic progress.

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 investments, risk management, fixed income, currency and commodities.

Islamic Banking



Offers an extensive range of Shariah-compliant financial services, to meet the diverse needs of retail, commercial, corporate and institutional clients across the region.

Products and Solutions: Financing, Sukuk, investment banking, transaction banking, bancatakaful and securities services.

For a comprehensive review of each business unit, please refer to pages 99 to 121 in this report.

2025 Key Highlights

CREATING VALUE ACROSS ASEAN AND BEYOND

SUSTAINING CONSISTENT FINANCIAL RETURNS

OPERATING INCOME
RM22.5 billion
2024: RM22.3 billion

GROSS LOANS
RM452.9 billion
2024: RM452.3 billion

CET1
14.3%
2024: 14.6%

DEPOSITS FROM CUSTOMERS
RM524.4 billion
2024: RM512.3 billion

ROE
11.3%
2024: 11.2%

DIVIDEND PER SHARE
47.1 sen
2024: 47.00 sen

NET PROFIT
RM7.9 billion
2024: RM7.7 billion

TOTAL ASSETS
RM778.7 billion
2024: RM755.1 billion

COST-TO-INCOME RATIO
47.3%
2024: 46.7%

BUSINESS HIGHLIGHTS

We have commenced our 2025–2030 strategic plan, which sets the direction for how we will compete and lead, leveraging our endowment and regional strengths across ASEAN. Even in its early stages, our momentum is already building toward the goals we have set for the next six years.

Capital and resources

We optimised our portfolio mix through disciplined capital reallocation into higher return segments, to generate a positive ROE.

Cash

We strengthened our customer-centric approach to drive higher CASA growth through sharper product propositions, purpose-built technology and ecosystem partnerships.

Cross-sell

We enhanced cross-sell capabilities across Wholesale Banking, Wealth, Commercial and Transaction Banking, enabling greater diversification of income and client segments through the expansion of digital wealth offerings in CIMB OCTO retail mobile application, SME working capital solutions, one-bank approach across ASEAN and fee-based income growth.

Capabilities

We commenced our Simpler, Better, Faster (SBF) journey, equipping our people with new operating models and tools to create sustainable value through enhanced productivity, customer experience, market position and operational resilience.

SPEARHEADING SUSTAINABILITY PROGRESS

Mobilised
RM39.8 billion
in **GREEN, SOCIAL, SUSTAINABLE IMPACT PRODUCTS AND SERVICES**

Four out of six sector-specific **2030 INTERIM NET ZERO TARGETS** are aligned with reference scenarios

Provided
RM6.5 billion
in financing to **LOW-INCOME FAMILIES** across **ASEAN**

Provided
RM5.4 billion
in financing to **SMALL AND MICRO ENTERPRISES**

Published
Banking on Nature:
ADVANCING OUR NATURE JOURNEY, becoming the first Malaysian bank to publish a TNFD-aligned Nature and Biodiversity Report

Completed our
Human Rights Saliency Assessment
to identify and manage our most critical human rights risks

Disbursed
RM28.7 million
and contributed over **200,000 VOLUNTEER HOURS** to local communities

Launched the
Kita Bagi Jadi Komuniti to inspire Malaysians to embrace resilience and positivity in their daily lives

Over the years, we have made steady progress across leading global indices, including the World Benchmarking Alliance, MSCI, S&P Global CSA, CDP and Sustainalytics. These results reflect improvements in governance, accountability and risk management across the Group. Collectively they point to a bank that is more resilient, better prepared for uncertainty and increasingly trusted by investors, customers and our people. Progress has been driven by stronger controls, workforce capability, responsible finance practices and better data oversight. As we move from Forward23+ to Forward30, these gains provide a solid foundation to build resilience, transparency and long-term value.

#1 globally
AMONG 400 FINANCIAL INSTITUTIONS and
#2 in **INCLUSIVE FINANCE** in the **WORLD BENCHMARKING ALLIANCE'S** 2025 Financial System Benchmark

World Benchmarking Alliance

MSCI ESG RATING upgraded to
AAA
up from AA previously

MSCI ESG RATINGS AAA
CCC B BB BBB A AA AAA

88th percentile on the **S&P GLOBAL CORPORATE SUSTAINABILITY ASSESSMENT (CSA)** based on latest available ranking in 2025

S&P Global

Earned our first
CDP A-List
recognition in the **SUPPLIER ENGAGEMENT ASSESSMENT (SEA)** for the 2025 disclosure cycle

CDP

SUSTAINALYTICS
ESG Risk Rating of
14.6
Improved from 20.0 previously (Lower score indicates lower risk)

SUSTAINALYTICS

Corporate Event Highlights

8 FEBRUARY

CIMB reaffirmed its commitment to advancing customers and society through *Program Satu Pemimpin Satu Kampung* (Santuni MADANI) across four Klang Valley PPRs, pledging RM3.6 million over two years to benefit approximately 9,000 residents through upskilling, education, and sustainable livelihood initiatives.



11-12 APRIL

InsureXpo by CIMB Singapore concluded its second edition at Suntec Convention Centre, drawing four times more attendees than last year. Themed "From Protection to Prosperity," the event brought together leading insurers and community partners to explore how insurance can go beyond protection to enable long-term financial well-being.



21 APRIL

CIMB committed RM10 billion in funding facilities to drive economic integration and unlock cross-border opportunities in the Johor-Singapore Special Economic Zone (JS-SEZ).



8 MARCH

CIMB Foundation Ramadan initiative provided children with a joyful shopping experience, reflecting the spirit of compassion, generosity and care during the holy month.



17 APRIL

CIMB Thai and Tengku Datuk Seri Utama Zafrul Tengku Abdul Aziz co-hosted a roundtable session to explore investment opportunities and strengthen ASEAN economic ties with industry leaders.



29 APRIL

CIMB held its 68th Annual General Meeting (AGM) with both physical and virtual participation available through an online platform, where all resolutions were passed.



27 MAY

CIMB Malaysia announced its latest partnership with rising motorsports talent, Amer Harris Jefry, reinforcing its commitment to nurturing talented individuals and athletes across diverse sporting disciplines.



20 AUGUST

CIMB launched its Kita Bagi Jadi Budaya & Seni pillar and unveiled a new collaboration with Malaysian rapper Aman RA — the Bangun Kita Bagi Jadi music video, celebrating Malaysian heritage, creativity, and the power of art and culture.



25-28 SEPTEMBER

CIMB Artober Art & Soul 2025, a flagship event, was held in conjunction with the ASEAN Economic Summit in Kuala Lumpur and attended by Tengku Datuk Seri Utama Zafrul Tengku Abdul Aziz together with seven economic ministers from across the region. The event also featured a Royal Keynote by Her Royal Highness Tunku Azizah Aminah Maimunah Iskandariah alongside other international speakers, while showcasing Malaysia's creative scene through arts, fashion, heritage crafts, performances and immersive experiences.



30 JUNE

CIMB launched Kita Bagi Jadi Komuniti, a community-focused initiative aimed at empowering communities through sustainable programmes and long-term social impact.



26 SEPTEMBER

CIMB Singapore launched the Founders Card, a first-of-its-kind personal credit card designed for sole proprietors and SME owners, offering instant cash access, extended interest-free periods, and zero FX fees.



9 OCTOBER

CIMB launched CIMB OCTO Biz, a digital platform designed to help sole proprietors, SMEs and corporate clients simplify banking, secure financing faster and expand across ASEAN.



Corporate Event Highlights

25 OCTOBER

CIMB hosted a distinguished dinner with the ASEAN Business Advisory Council (ABAC) in Kuala Lumpur, convening regional leaders to foster dialogue, strengthen partnerships, and advance economic collaboration across ASEAN.



20 NOVEMBER

Wealth Xpo 2025, held in Surabaya and Jakarta, was CIMB Niaga's flagship financial education platform, featuring 15 experts, and the launch of CIMB Private Wealth.



10 DECEMBER

CIMB Bank Philippines reinforced its financial inclusion mission through an MSME webinar and a community outreach event in Taguig, promoting financial education and grassroots support.



15 NOVEMBER

CIMB launched a collaboration with the Nicol David Organisation (NDO) at Karnival Celik Kewangan, engaging the community through informative sessions to promote financial literacy, awareness, and empowerment.



22 NOVEMBER

CIMB Islamic committed RM2.4 million to its iTEKAD CIMB Islamic Rider Entrepreneur *Asnaf* Programme, aiming to empower 220 micro-entrepreneurs and gig workers. To date, the programme has assisted over 200 participants nationwide transition from gig work to sustainable business ownership.



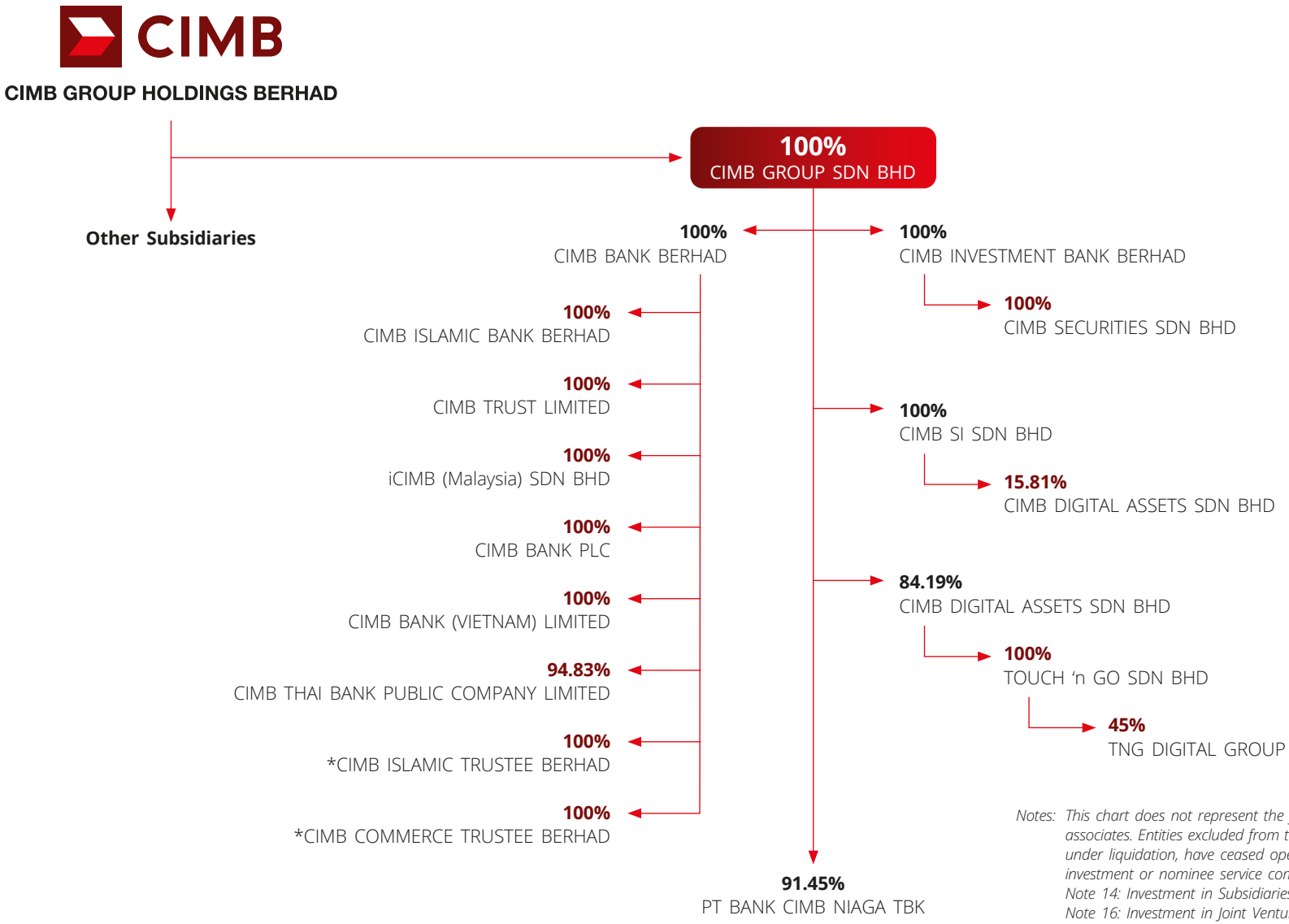
13-14 DECEMBER

CIMB Niaga hosted the Kejar Mimpi Fest, promoting education, creativity, and opportunities for growth. The festival featured the Kejar Mimpi Award, honouring individuals who inspire positive societal impact, and served as a hub for career exploration, creative industry showcases, and business development, empowering participants and fostering Indonesia's creative talent ecosystem.



Group Corporate Structure

As at 28 February 2026



Notes: This chart does not represent the full composition of CIMB's subsidiaries and associates. Entities excluded from this illustration include those that are dormant, under liquidation, have ceased operations, or function primarily as property investment or nominee service companies. The complete listing is provided in Note 14: Investment in Subsidiaries, Note 15: Investment in Associates, and Note 16: Investment in Joint Ventures of the Financial Statements

* *Held by CIMB Bank Berhad, S.B. Venture Capital Corporation Sdn Bhd, S.B. Properties Sdn Bhd, CIMB Holdings Sdn Bhd and CIMB Berhad*



Message from the Chairman

Datuk Syed Zaid Albar
Chairman

Dear Stakeholders,

It is a privilege to assume the Chairmanship of CIMB at a defining moment in the Group's journey. The year 2025 marked the first phase of Forward30, our six-year strategic plan guiding CIMB through its next stage of growth and transformation. It also unfolded against a global landscape undergoing structural realignment – as trade corridors evolved, technology reshaped industries and geopolitical shifts redefined economic relationships. Periods of complexity do not diminish opportunity; they refine it. They reward institutions that are clear in purpose, disciplined in execution and confident in their role.

CIMB enters this chapter from a position of strength. In 2025, the Group delivered a Return on Equity of 11.3%, reflecting steady earnings alongside prudent cost management and provisioning. Capital and liquidity levels remained sound, reinforcing our capacity to support customers and sustain growth as Forward30 progresses. These results reflect disciplined execution across the franchise and provide a strong foundation as we advance our purpose of Advancing Customers and Society while delivering long-term value.

Anchored by our diversified ASEAN footprint, sound balance sheet and a franchise built on trust, CIMB is well-positioned to participate in the region's next phase of development. The Board's mandate is to steward Forward30 with focus and continuity, ensuring that the Group's strategic ambitions remain grounded in sustainable growth, resilience and disciplined capital allocation.

2025: OPPORTUNITY IN A REBALANCING WORLD

In 2025, global growth moderated to 3.3%, shaped less by cyclical slowdown than by structural rebalancing. As higher-for-longer interest rates and geopolitical shifts redirected capital and supply chains, attention increasingly turned to regions offering policy stability, demographic strength and long-term growth. Within this context, ASEAN's relevance sharpened.

Regional growth remained robust at approximately 5.1%, supported by domestic demand, infrastructure development and steady reform momentum. Digital economies expanded rapidly, capital markets deepened and intra-regional connectivity gained traction, reinforcing Southeast Asia's role as a region of structural opportunity.

Malaysia's stewardship as ASEAN Chair further reinforced regional cooperation under the theme of "Inclusivity and Sustainability", strengthening connectivity in trade, digital integration and development financing. Domestically, Malaysia's economy expanded by 5.2%, supported by exports, investment and household spending. Inflation remained moderate, and Bank Negara Malaysia maintained a supportive monetary stance, ending the year with the Overnight Policy Rate at 2.75%. These fundamentals provided businesses and households with the confidence to plan, invest and expand.

For CIMB, 2025 underscored the value of strategic discipline and institutional resilience. Our regional presence enabled us to intermediate capital flows, facilitate cross-border activity and support clients participating in evolving supply chains. We maintained rigorous credit standards, close portfolio oversight and careful capital deployment. In doing so, we positioned the Group not merely to navigate change, but to participate meaningfully in ASEAN's growth.

> **"Anchored by our diversified ASEAN footprint, sound balance sheet and a franchise built on trust, CIMB is well-positioned to participate in the region's next phase of development."**

Message from the Chairman

ENHANCING GOVERNANCE AND STRATEGIC STEWARDSHIP

In a year of transition and uncertainty, the Board's responsibility was to safeguard institutional soundness while enabling Forward30's execution. Our deliberations focused on portfolio quality, liquidity buffers and capital strength, alongside operational stability across markets. Digitalisation also remained a strategic priority. The Board enhanced its oversight of cybersecurity, data governance and artificial intelligence adoption, recognising that technological capability and risk oversight are inseparable in protecting customer trust and sustaining competitive relevance.

Effective stewardship depends not only on agenda, but on composition. As at December 2025, 64% of the Board comprised independent directors, with women representing 45%. Directors bring experience across banking, finance, audit, legal and compliance, risk management and technology. This breadth of perspective enables constructive challenge, balanced judgement and rigorous debate – ensuring that innovation is pursued with prudence and that strategic ambition remains anchored in sound governance.

During the year, CIMB undertook a comprehensive Board Effectiveness Assessment, conducted in line with regulatory expectations and leading governance practices. The review examined Board composition, processes, committee structures and engagement with management. Insights from the exercise informed enhancements to Board dynamics, succession planning and oversight priorities, reinforcing our commitment to continuous improvement.

To remain future-ready over the course of Forward30, the Board invested substantively in its own development. Directors participated in curated sessions on digital transformation, AI governance, climate-related disclosures, geopolitical developments and supervisory expectations across ASEAN. Governance at CIMB is therefore approached as a living discipline – anchored in accountability and continually strengthened to guide the Group through an increasingly complex operating environment.



CIMB ASEAN Scholarship reached its 10th year, supporting 144 students



CSR initiative in Jakarta with CIMB Niaga team

ADVANCING CUSTOMERS, SOCIETY AND OUR PEOPLE

Our purpose – Advancing Customers and Society – guides how we allocate capital, shape strategy and exercise stewardship. We believe that long-term performance and long-term responsibility are inseparable and that sustainable value is created when customers, communities and our people progress together.

Across ASEAN, customers are navigating digital acceleration, energy transition and evolving stakeholder expectations. CIMB's RM300 billion sustainable finance commitment by 2030 reflects our conviction that sustainable finance and inclusive growth will remain central to capital deployment over the medium term. We pursue this agenda through close collaboration with strategic partners – public agencies, industry players and ecosystem specialists – recognising that complex transitions require collective action beyond the balance sheet.

Alongside this, CIMB expanded access to financial services across the region. In 2025, we mobilised RM6.5 billion in financing for low income individuals across ASEAN and provided RM5.4 billion in financing to micro and small enterprises in Malaysia, Indonesia and Singapore. In support of Malaysia's Unified Economic Inclusion Roadmap, we also delivered 33 initiatives across CIMB businesses, CIMB Foundation and TNG Digital to advance inclusive growth and economic participation.

CIMB Islamic also plays an important role in advancing this purpose. As one of the region's leading Islamic banking franchises, it delivers Shariah-compliant solutions that align growth with responsible and value-based principles, while expanding access for micro entrepreneurs and underserved communities across our markets.



Presented 60 gig workers with motorcycles under the iTEKAD CIMB Islamic Rider Asnaf Entrepreneurship Programme at Program Perumahan Rakyat Bukit Jalil

For SMEs, we extend support beyond financing to include access to insights, networks and capability building. Initiatives such as the SME Community Outreach Programme in Malaysia, GreenBizReady™ in Indonesia and the Beyond Banking Sustainability programme in Singapore integrate financing with advisory support and trusted partners – enabling businesses to strengthen competitiveness, adopt sustainable practices and expand confidently.

As a regional bank, our growth is inseparable from the prosperity of the communities we serve. Through CIMB Foundation and our Corporate Responsibility teams, the Group continues to invest across ASEAN in education, financial capability, economic empowerment, health and community well-being, and environmental conservation. Anchoring these efforts is CIMB's RM200 million commitment from 2026 to 2030 to advance youth development, financial literacy and community capacity building.

Education and youth empowerment are central to this effort. Flagship initiatives such as the CIMB ASEAN Scholarship support high potential students from underserved backgrounds with access to quality education, leadership development and long-term opportunity. Financial literacy, another essential focus for us is delivered through programmes such as CIMB Niaga's longstanding financial education initiatives, which continues to reach students and educators across multiple cities in 2025. Together, these efforts are designed to generate lasting multiplier effects – enabling financial inclusion, social mobility and building more resilient societies over time.

Equally central to CIMB's progress and achievements is the role of our people, #teamCIMB. CIMB's greatest strength lies in the calibre, judgement and integrity of its employees across the Group. Strategy sets direction, but it is the daily decisions, professionalism and collective commitment of our people that translate intent into consistent outcomes and safeguard the franchise over time.

The Board therefore places strong emphasis on culture, conduct and capability as core drivers of sustainable performance. Guided by our EPICC values, we continuously invest in leadership depth, talent development and employee engagement – recognising that sound risk judgement, customer trust and execution discipline are shaped by people as much as by processes. Leadership development programmes, change agent networks and refreshed employee engagement platforms help ensure that our purpose is clearly understood and consistently lived across teams and markets.

Throughout 2025, our people brought this purpose to life – supporting customers through uncertainty, exercising vigilance in managing risk and contributing meaningfully to the communities we serve. Their professionalism and integrity underpin CIMB's resilience and remain fundamental to our ability to deliver long-term value for shareholders and stakeholders alike.

THE JOURNEY AHEAD

ASEAN enters 2026 with renewed confidence. As global capital diversifies and supply chains regionalise, the region's demographic vitality, digital momentum and improving policy coordination offer compelling advantages. Malaysia's projected growth of 4.0%-4.5%, supported by moderate inflation and prudent macroeconomic management, provides a stable domestic anchor.

CIMB's presence across nearly all ASEAN markets uniquely positions us to facilitate cross-border flows of capital, commerce and investment. Forward30 sets our direction for the next five years. Our compass remains constant – Advancing Customers and Society with integrity, conviction and a long-term perspective.



Recognising and celebrating #teamCIMB at the EPICC Excellence Awards

ACKNOWLEDGEMENTS

On behalf of the Board, I extend my sincere appreciation to Tan Sri Mohd Nasir Ahmad for a decade of steady leadership and stewardship, which has placed CIMB on strong footing for the years ahead.

I thank my fellow Directors, our management team and colleagues across the region whose dedication and professionalism enable CIMB to serve with strength and purpose. To our customers, regulators, shareholders and community partners – thank you for the trust you place in us and the partnership we share.

CIMB exists because of you and for you. As ASEAN's trajectory strengthens in an increasingly interconnected world, we remain steadfast in our responsibility to advance customers, strengthen society and guide this institution with clarity and conviction.

Datuk Syed Zaid Albar
Chairman

Group Chief Executive Officer's Reflections

Dear Stakeholders,

2025 was a volatile year. Trade tensions intensified, nationalism reshaped policy direction and inflationary pressures persisted across markets. At the same time, rapid advances in AI and digital have accelerated customer expectations and compressed response times. Sentiment shifted quickly and markets reacted just as fast. It was a year that tested conviction.



Novan Amirudin
Group Chief Executive Officer

> **Forward30 is a deliberate shift. For the first time, our multi-year strategy is explicitly anchored on our purpose of Advancing Customers and Society. We are home to over 30,000 employees and their families, serving more than 30 million customers across ten markets and every segment of society.**

More specifically to CIMB, we faced macro headwinds in Indonesia and Thailand, persistent rate cuts across all our markets and FX headwinds due to the appreciation of the MYR. While painful, we did not allow short term noise to dictate long-term decisions. The question was not the daily movement in markets, but whether we were serving our customers well, strengthening our regional franchise and executing Forward30 with focused discipline.

That discipline showed. Despite a 3%-4% FX headwind, we delivered a record RM7.9 billion net profit, the second highest among peers in the industry.

Strong financial performance is not an end in itself. What we do has real human impact. Many rely on CIMB for stability, continuity and sustainable returns. That responsibility keeps us focused on long-term signals and on earning trust of our stakeholders every day.

FORWARD30 BEGINS WITH PURPOSE, BECAUSE SUSTAINABLE GROWTH MUST BE EARNED

With Forward30, we are aiming higher. Our destination is clear: to become the top-of-mind ASEAN bank by 2030. To get there, we must deliver sustainable return on equity (ROE) of 12%-13% by 2027 and compete consistently in the top quartile of our regional peers by 2030. These commitments are not dependent on favourable cycles. They must hold through volatility.

We enter this phase from a position of strength. Forward23+ was about fixing the core — embedding an EPICC culture, reinforcing technology and operational resilience, and restoring credit foundations. By the end of that cycle in 2024, ROE had improved to 11% and CIMB was back on solid footing. That foundation gives us stability. But stability alone will not take us to where we intend to be in 2030.

Forward30 is a deliberate shift. For the first time, our multi-year strategy is explicitly anchored on our purpose of Advancing Customers and Society. We are home to over 30,000 employees and their families, serving more than 30 million customers across ten markets and every segment of society. Each year, we contribute around RM2.5 billion in zakat and taxes and distribute more than RM5 billion in dividends to shareholders. We are part of one interconnected system, and our duty is to strengthen it over the long-term.

That responsibility shapes how we grow; growth that is strategic and structural, not tactical. We execute this through Forward30's 4Cs — Capital, Cash, Cross-sell and Capabilities — which guide how we allocate capital, protect funding resilience, deepen customer relationships and build future-ready capabilities. This framework aligns the organisation behind disciplined execution.

Group Chief Executive Officer's Reflections

In year one of Forward30, despite heightened volatility and FX headwinds, we delivered ROE of 11.3% for FY25, ranking third among peers. Deposits grew 5.4% on a constant currency basis, cushioning rate cuts across our markets. Wealth AUM increased 9.2%, with a NOII/total income ratio of 31.7%, the second highest in the market, while we also remained the number one Investment Bank in Malaysia, Indonesia, Singapore and Thailand combined with 10% market share.

These outcomes were not the result of favourable conditions. Instead, they reflect clear priorities and consistent execution. In its first year, Forward30 is progressing steadily towards our long-term ambition.

WE CHOOSE TO LEAD THE MARKET, NOT RESPOND TO IT

If our purpose is to Advance Customers and Society, the proof must be visible in the solutions we deliver. We serve every segment — from underserved and mass consumers to Private Banking clients and from micro-Small and Medium Enterprises (MSMEs) to corporates, multinational corporations and governments. In 2025, we introduced a series of digital-enabled industry firsts by addressing real pain points rather than waiting for the market to move.

In Consumer Banking, wealth is a deliberate growth focus. Through CIMB OCTO, we strengthened our regional wealth proposition, enabling seamless access to a variety of investment solutions. MyWealth, launched in Malaysia, is the first tool in the market to recommend products based on customers' goals and risk profiles. Instead of navigating long product lists, customers are guided towards what fits — a shift from product push to customer-led advice.

For businesses, financing must reflect how they operate. SMEs have long faced collateral constraints and rigid repayment structures. CIMB OCTO Biz, which will be available regionally, provides a consistent digital experience for ease of expansion across ASEAN. We complemented this with structural solutions: FlexiCash-i in Malaysia and FlexiPay in Singapore. These cashflow-based SME financing solutions link repayments directly to daily revenue, reducing collateral reliance and aligning financing to real business cashflows.

Leveraging on our connectivity across ASEAN, the Group committed RM10 billion for funding facilities within the Johor-Singapore Special Economic Zone (JS-SEZ) for the next three years, of which, RM4.2 billion has been deployed within the first year itself.

> **"In 2025, we introduced a series of digital-enabled industry firsts by addressing real pain points rather than waiting for the market to move."**



Launch of CIMB OCTO Biz at ASEAN SME Economic Conference

Leadership also means shaping the system we operate in. In 2025, we became the first Malaysian bank to commit to tokenising future funding requirements. We were included in Bank Negara Malaysia's Digital Asset Innovation Hub and are progressing towards issuing the first tokenised bond supported by digital settlement — building capabilities for the next phase of markets. More recently, we announced our strategic partnership with Ant International to jointly develop a digital framework leveraging on their next-generation blockchain-based treasury management solution for our clients. This builds on our successful partnership with Ant International, which has seen TNG Digital become the number one fintech in Malaysia, serving more than two out of every three Malaysians.

The same discipline applies to capital management. CIMB continued to proactively reallocate and optimise capital and resources across its key markets, achieving 6.1% asset growth on a constant currency basis while reallocating more capital to Malaysia, which saw more stability relative to other markets. In November, we became the first Malaysian company to announce a multi-year capital return programme of up to RM2 billion by 2027. If excess capital is not required for growth (whether organically and through M&A), we return it. We share success and redeploy capital responsibly, rather than retain it without purpose.



Signing of Memorandum of Understanding with Ant International to develop digital treasury management solutions for our clients

These firsts were not launched for headlines. They reflect a commitment to act early, execute with discipline and lead with conviction.

ISLAMIC FINANCE DRIVES CIMB'S VALUE-BASED GROWTH

Islamic finance sits naturally within our purpose of Advancing Customers and Society. It is built on principles of fairness, risk-sharing and real economic activity. That discipline strengthens trust and supports more responsible growth over time. For CIMB, it is not a niche offering, it is core to how we serve a significant part of our market responsibly.

Today, more than half of our business in Malaysia is Shariah-compliant, with 100% of our auto financing and Amanah Saham Bumiputra (ASB) financing being Shariah-compliant. In 2025, we recorded strong growth in Term Investment Account (TIA-i) deposits in Malaysia, reflecting rising customer understanding of profit-sharing structures. Unlike conventional deposits, these accounts are based on shared performance rather than guaranteed returns. That requires transparency and education, which we continue to prioritise.

Islamic finance is also a strategic growth pillar. Building on our Malaysian experience, we are progressing the spin-off of our Shariah subsidiary in Indonesia, CIMB Niaga Syariah by mid-2026. The new entity will present an opportunity to solidify our position as the undisputed number two Shariah bank in Indonesia and become a key growth driver for CIMB Niaga. With the world's largest Muslim population and still relatively early penetration, Indonesia presents significant long-term potential. Our approach will focus on scale, governance and customer trust, not short-term expansion.

SUSTAINABILITY IS HOW WE FUTURE-PROOF OUR BUSINESS AND THE PEOPLE WE SERVE

ASEAN is facing structural pressures. Climate volatility, nature loss and widening inequality are reshaping businesses and households alike. These pressures affect our customers directly. When they are vulnerable, so are we. That is why sustainability is core to how we build resilience for customers, society and the bank.

Through our efforts, we were upgraded from AA to AAA in the MSCI ESG Ratings and ranked #1 globally in the World Benchmarking Alliance Financial System Benchmark 2025. While we appreciate such recognition, it is not the objective. We pursue sustainability to future-proof the business and serve people responsibly.

In 2025, after meeting our RM100 billion target ahead of schedule, we raised our sustainable finance ambition to RM300 billion by 2030, tripling our commitment. It is central to how we finance ASEAN's transition responsibly and at scale. During the year, we delivered RM39.8 billion in sustainable finance across our key markets, reflecting continued momentum across the region. Our efforts remain guided by our Green, Social, Sustainable Impact Products and Services (GSSIPS) framework, the Group's internal taxonomy that ensures discipline, consistency and measurable impact in how we mobilise sustainable finance.

On climate, we continued strengthening our physical and transition risk assessments, while engaging clients on their sector-specific transition plans. In 2025, we extended this risk lens to nature. Nature loss affects supply chains, water systems and asset values — these are real economic risks. Therefore, we published our Taskforce on Nature-related Financial Disclosures (TNFD)-aligned Nature and Biodiversity Report, the first by a Malaysian bank. The report helps guide how we identify nature-related risks and incorporate them into our risk assessment and business decisions.

Group Chief Executive Officer's Reflections

As both a universal bank and a fintech, we serve customers at every stage, while our digital platforms enable us to scale inclusion. Through TNG Digital, we reach the underserved and underbanked with access to payments and basic services. As they progress, they can move into CIMB accounts, wealth and business banking.

This same philosophy guided our partnership with the Malaysian Government on BUDI95, where we developed the payment platform that enables targeted fuel subsidy assistance to reach households efficiently and at scale.

But inclusion is not only about access or distribution. It is about empowering people to participate meaningfully in the economy. Through CIMB Foundation, we focus on equipping people to stand on their own. The CIMB ASEAN Scholarship, now in its 10th year, has supported close to 144 students across the region, many of whom now serve in CIMB across ASEAN.

CIMB continues to advance its nation-building commitment by supporting Malaysia MADANI social upliftment initiatives through *Program Satu Pemimpin Satu Kampung Santuni MADANI* and the *Sekolah Angkat MADANI* agenda. Under *Santuni MADANI*, we adopted four *Projek Perumahan Rakyat* and *Perumahan Awam* communities in Klang Valley, with a RM3.6 million commitment over two years and benefiting approximately 9,000 residents. Working with programme partners such as *Yayasan Belia Malaysia*, Taylor's Community, *Komuniti Tukang Jahit* and Yayasan Tunku Abdul Rahman, the initiatives focus on strengthening capacity building, offering upskilling opportunities, enabling access to quality education and fostering sustainable livelihoods. Through structured programmes that combine financial support with skills development, we help individuals and families from underserved communities build sustainable livelihoods and strengthen their communities. Many who benefit go on to uplift others around them, creating a multiplier effect that sustains the model over time.

CIMB also supports 10 schools in the Klang Valley under the *Sekolah Angkat MADANI* programme, part of a broader national initiative that mobilises nearly 1,000 participating schools and over 80 public-private partners to address educational disparities. These collective efforts underscore CIMB's purpose-driven role in fostering inclusive progress and uplifting underserved communities in alignment with the aspirations of Malaysia MADANI.

CIMB also supports Bank Negara Malaysia's (BNM) iTEKAD Programme, an initiative aimed at assisting low income microentrepreneurs in strengthening their financial management capabilities and business acumen to generate sustainable income. Under this initiative, we implemented three programmes: the iTEKAD *Program Keusahawanan* CIMB Islamic–Taylor's, the iTEKAD CIMB Islamic Rider Entrepreneur *Asnaf* Programme, and the iTEKAD Melon Manis Terengganu Graduate Agropreneur Programme.

To date, a total of RM4.6 million has been mobilised via CIMB and BNM's matching grants, benefitting more than 380 individuals from underserved communities, with a further RM2.4 million committed in 2025.



Launch of the "Satu Program Satu Pemimpin Satu Kampung Santun MADANI" initiative to support underserved communities in building sustainable livelihoods

OUR PEOPLE MUST MOVE FORWARD WITH PURPOSE, PRIDE AND DISCIPLINE

Forward30 only works if it is lived across the Group. A purpose-driven culture shows when people do the right thing even when no one is watching. That is why we continue to embed EPICC, strengthening collaboration so that operating as one CIMB becomes instinctive.

As we progress with Forward30, we are seeing tangible progress with our people. Cross-border referrals are growing, particularly across both Wholesale and Wealth segments across Malaysia, Indonesia, Singapore and Thailand. This is how a unified regional franchise is built, not through structure alone, but through behaviour and trust.

In 2025, all permanent employees in Malaysia are earning above the living wage. We are committed to investing in future ready skills. In 2025, we committed over RM100 million to training and development across the Group, including



Connecting with our Alor Gajah branch team in the spirit of our EPICC values during the Northern States visit



Change Agents from across the organisation, collectively shaping how purpose is lived in daily work as #teamCIMB

> **Forward30 has shown that disciplined execution holds through volatility. Staying anchored to fundamentals allowed us to navigate uncertainty without compromising long-term priorities. That consistency prepares us for what lies ahead.**

programmes in digital, artificial intelligence, data and sustainability. We empowered over 4,000 employees with AI and process excellence capabilities through structured training programmes, with more than 900 employees advancing their expertise in prompt engineering and AI-enabled tools to accelerate productivity and innovation across the Group.

We have long moved talent across markets to build depth, share expertise and keep the CIMB experience consistent. In 2025, we formalised this further through the Securities Commission Malaysia's ASEAN Business Entity initiative, supporting smoother regional mobility while preserving strong local insight and relationships. This matters because serving customers well, today and over the long-term, depends on having the right capabilities in the right places, and a consistent CIMB standard across markets.

This is how we build a franchise that can compete at the next level: aligned in culture, equipped with future skills and integrated across the region.

TO NAVIGATE THE FUTURE, WE NEED TO STAY THE COURSE

The environment ahead will remain complex. Trade realignments, nationalistic policies and inflationary pressures will continue to test margins and reshape supply chains. At the same time, rapid advances in digital and AI are accelerating expectations. Customers want speed, clarity and solutions that work immediately. Committed to technology and operational resilience, we invested RM1.7 billion in 2025 to ensure that our front-end customer applications of TNG Digital, the CIMB OCTO App and CIMB OCTO Biz are "next-generation ready" with continued refinements to serve our customers better, while the middle-to-back-end technology infrastructure is being modernised to provide safe and secure banking for all.

WE CANNOT CONTROL THE MACRO. WHAT WE CAN CONTROL IS EXECUTION

Forward30 has shown that disciplined execution holds through volatility. Staying anchored to fundamentals allowed us to navigate uncertainty without compromising long-term priorities. That consistency prepares us for what lies ahead.

I would like to stress that while our share price is an important indicator of shareholder value, it must be viewed over the longer term. Forward30 is about building a sustainable business that lasts. We will continue to invest and do what we do best, with long-term conviction. We should not allow short-term noise to distract us from our purpose and aspirations.

THANK YOU TO EVERYONE ON THIS JOURNEY WITH US

What gives me confidence is our people. When volatility hit in 2025, #teamCIMB stayed focused on the signal. They executed with discipline. That resolve enabled us to recover and deliver record performance. This is the team that will take CIMB to achieve our Forward30 aspirations in 2030.

Our success is also made possible by the trust of our customers, the support of our partners and the confidence of our shareholders. We do not take that trust lightly. We will continue to build with purpose, share our success responsibly and strengthen the system we are part of. That is our commitment under Forward30.

Novan Amirudin
Group Chief Executive Officer

CIMB's Value Creation Business Model

We strengthen our integrated approach by bringing cross-functional teams together to review and refine our value creation model. This ongoing assessment ensures we stay aligned with evolving business needs and stakeholder expectations. Through this discipline, we deepen our long-term perspective, sharpen our strategic impact and reinforce our ambition to become the top-of-mind ASEAN bank by 2030, with Forward30 anchored on our purpose.

OUR INPUTS

Financial Strength Our management of financial flows ensures a healthy balance sheet, facilitating future investments and satisfying customer expectations. A robust financial position enables us to generate shareholder value and support the efficacy of other capitals, enhancing CIMB's overall performance and delivering value for stakeholders. This financial stewardship positively impacts the Group's stability across our operational geographies.	• Total assets valued at RM779 billion • Market capitalisation at RM89 billion as at end December 2025
Physical Network Our physical and digital infrastructures are central in achieving high operational performance. Digital infrastructure, in particular, enhances the efficiency of other capitals, supports secure and reliable customer experience, and advances financial inclusivity by broadening access and diversifying our service delivery models.	• 576 branch network • 5,590 self-service customer access points
Valued People Human capital is the most critical input into our business and our focus extends beyond building a productive and skilful workforce, preparing them to thrive and be competitive in the disruptive marketplace of the future. A nurturing environment and empowering culture allow our people to seamlessly deliver on organisational needs and expectations, while accelerating their own personal and professional growth. Our ultimate objective is to strengthen human capital development, diversity, inclusion and well-being of our workforce.	• More than 33,000 staff across 10 markets • RM100 million total investment in training of employees
Robust Relationships The strength of our brand and the depth of our stakeholder relationships underpin our performance across the region. These relationships enhance our social and relationship capital, facilitate partnerships, expand our clientele and support the development of shared-value ecosystems, reinforcing our position in the ASEAN region.	• Over 30 million customers and 2,000 registered partners and suppliers • RM28.7 million investment in communities, 200,150 hours of employee volunteerism
Intellectual Capital Our competitive edge in the ASEAN banking sector is sharpened by our proprietary knowledge, technological innovations, and unique processes. These assets differentiate us from competitors and provide a strategic advantage in the marketplace.	• 10.6 million CIMB Digital users (MY & ID CIMB Clicks/CIMB OCTO users)
Natural Capital Our operations, as well as the clients we support, consume water, energy and other raw materials, while producing waste and emissions. Our management of natural capital rests on minimising our direct and indirect negative footprint across the value chain, while creating positive handprints through strategic interventions. It also includes our investments in priority SDGs under our Green, Social, Sustainable Impact Products and Services (GSSIPS) Framework.	• Total electricity consumption: 108,398 MWh • Total water consumption: 0.5 million m^3
Strategic Capital CIMB's distinct statement of purpose, where we aspire to build a high-performing sustainable organisation to help advance customers and society, is at the core of our Forward30 strategy. This strategy is enabled by our strategic levers (4Cs) and supported by sound principles of governance, risk management, and human rights, as well as CIMB's differentiated EPICC values (Enabling Talent; Passion; Integrity and Accountability; Collaboration and Customer Centricity).	• Roll out first year of Forward30 strategy

HOW OUR BUSINESS AND STRATEGY WORK TOGETHER

Guided by our FORWARD30 strategy – the 4Cs

Capital and resources:
Reallocate and optimise

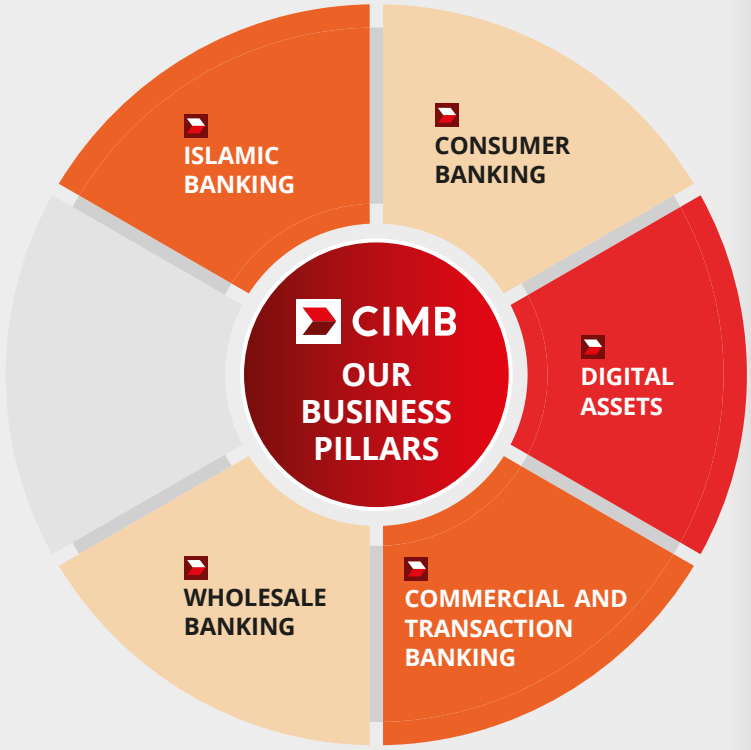
Cash:
Build deposit franchise

Cross-sell:
Increase returns

Capabilities:
Simpler, Better, Faster

For more information on our Forward30 strategy, refer to pages 59 to 63.

We create value through our banking activities...



Focusing on our material Economic, Environmental and Social matters...

- Sustainable and Responsible Finance
- Climate Change
- Risk Management and Business Resilience
- Cybersecurity and Data Privacy
- Governance and Ethics
- Economic Inclusion and Financial Literacy
- Customer Experience
- Human Rights and Labour Standards
- Digitalisation and Innovation
- Nature and Biodiversity
- Diversity and Inclusion
- Talent Attraction, Growth and Retention
- Corporate Citizenship

For more information on our material matters, refer to pages 21 to 23 in the Sustainability Report.

While monitoring outcomes through 2030 targets...

1. **NPS** Top 3
2. **CASA Ratio** 45%
3. **CIR** Low 40s
4. **Credit cost (bps)** 40-50 basis points
5. **CET1** 13-14%
6. **ROE** Top quartile
7. **RM300 billion of sustainable finance from 2021 to 2030**
8. **Achieve operational net zero GHG emissions (Scope 1 and 2) and align emissions of six priority sector portfolios with reference scenario pathways**

CIMB's Value Creation Business Model

HOW OUR BUSINESS AND STRATEGY WORK TOGETHER

Underpinned by sound governance and accountability measures...

GOVERNANCE AND LEADERSHIP

Focus and Oversight
Oversight of effectiveness, adequacy and integrity of CIMB's system of internal controls and risk management
Accountability
Board of Directors (BOD), Group Executive Committee (GEXCO), Group Chief Risk Officer (GCRO), Group Legal and Compliance (GLC)
Controls
Internal and External Independent Audit Assurance

GROUP KPIs AND SCORECARDS

Focus and Oversight
Key measures on profitability, cost, capital, mid- to long-term strategic initiatives, people, sustainability, risk, audit and compliance
Accountability
BOD, Special Purpose Committees and Group CEO
Controls
Group Nomination and Remuneration Committee, BOD

CORE VALUES

Focus and Oversight
EPICC values to deliver impact the right way across CIMB
Accountability
Group Chief People Officer
Controls
Employee Sentiment Survey (ESS); People Engagement/Enculturation

For more information on our governance, refer to pages 160 to 181 in this report.

OUR STAKEHOLDER PROPOSITION

Ensuring value for all stakeholders...

CUSTOMER VALUE

We place customers at the heart of everything we do through:
- Safe and secured digital platforms
- Treating customers fairly
- Easy and efficient banking, and always going the extra mile
- Personalised financial solution

EMPLOYEE VALUE

We make CIMB the best place for the best talent to work through:
- Competitive remuneration and benefits
- Learning and talent development
- Diversity and inclusion
- Corporate responsibility
- Health, safety, well-being and welfare

SUPPLIER VALUE

We forge partnerships that advance mutual interests and aspirations through:
- A competitive landscape aligned to the strategies of the Group for suppliers to develop and grow
- Suppliers' safety, well-being and project continuity
- Inculcation of sustainable procurement practices

INVESTOR VALUE

We observe the highest standards of governance, ethics, risk management and integrity to build confidence through:
- Oversight, controls, independent assurance and reporting
- Timely and adequate disclosures
- Differentiated and responsible approach to planning and delivering growth
- Robust cybersecurity and data privacy measures and controls

COMMUNITY VALUE

We work towards building healthy and resilient communities in ASEAN through:
- Channelling finance to enable a low-carbon and a just economy
- Prioritising of at-risk and most vulnerable communities

For more information on our stakeholder expectations, refer to pages 48 to 53 in this report.

TO DELIVER MEANINGFUL OUTCOMES ACROSS OUR CAPITALS

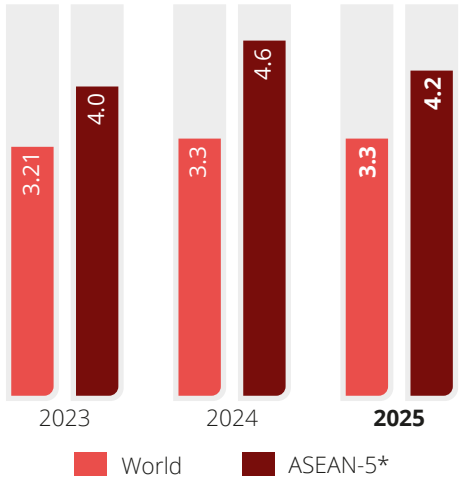
Financial Strength • 11.3% Return On Equity (2024: 11.2%) • RM156.8 billion of Green, Social, Sustainable Impact Products and Services (GSSIPS) from 2021-2025 • RM39.8 billion of GSSIPS in 2025 (2024: RM31.1 billion)	**Stakeholders impacted:** Customers, Investors, Regulators, Society	**Short-term** Draws on **financial capital** for digitalisation, innovation, training and financing	**Long-term** Builds **intellectual capital** through technology investment and new capabilities Strengthens **natural capital** by funding low-carbon and sustainable financing portfolios Enhances **strategic and robust relationships capital** through improved resilience, stakeholder confidence and governance alignment
Physical Network • 53,299:1 Customer to Branch Ratio • Average branch waiting time • ATM uptime (%)	**Stakeholders impacted:** Customers	**Short-term** Uses **financial capital** to maintain branches and physical infrastructure Larger physical footprint adds complexity in coordination and oversight on **valued people capital**	**Long-term** Builds **robust relationships capital** by improving access and deepening trust, especially in underserved communities Supports **valued people capital** by enabling frontline learning, mobility and service exposure
Valued People • Female Representation in Senior Leadership: 40% • Total employee training hours: 2.2 million (2024: 2.6 million)	**Stakeholders impacted:** #teamCIMB	**Short-term** Expend **financial capital** for training, benefits and well-being programmes	**Long-term** Strengthens **intellectual capital** via skills development, innovation and productivity Enhances **strategic capital** by supporting leadership continuity and talent pipeline readiness Ultimately replenishes **financial capital** through higher performance, retention and low turnover cost
Robust Relationships • 88th percentile on S&P Global Corporate Sustainability Assessment based on latest available ranking in 2025 • 99.95% and 99.97% uptime for Retail and Non-Retail Digital Banking Platforms (2024: 99.88% and 100.00%)	**Stakeholders impacted:** Customers, Investors, Society, Regulators, Suppliers	**Short-term** May reduce **financial capital** efficiency when prioritising responsible procurement and selling practices over profit maximisation	**Long-term** Builds **social and natural capital** through ESG-aligned supply chain and ethical practices Increases **financial capital** through improved risk management, customer loyalty and brand trust Enhances **intellectual capital** via knowledge sharing and collaborative innovation
Intellectual Capital • Published inaugural TNFD-aligned Nature and Biodiversity Report • RM600 million in value from data and AI initiatives • 30 processes simplified and/or automated through SBF Lab	**Stakeholders impacted:** Investors, #teamCIMB, Regulators	**Short-term** Requires **financial capital** to fund digital, data, product development and thought leadership investments	**Long-term** Strengthens **strategic and operational capital** via automation, analytics and process improvements Enhances **robust relationships capital** through advisory capabilities, improved customer experience and faster delivery Recovers **financial capital** over time through competitiveness, efficiency, scalability and lower unit cost
Natural Capital • 50% Reduction in Scope 1 and 2 GHG Emissions (vs. 2019 baseline) • 6.9% reduction in financed emissions for nine carbon-intensive sectors between 2023 and 2024	**Stakeholders impacted:** Investors, Employees, Society	**Short-term** Draws on **financial capital** for renewable energy, infrastructure upgrades and sustainable financing	**Long-term** Strengthens **robust relationships capital** through client advisory and building trust Strengthens **strategic capital** through long-term risk and opportunity identification and strategic planning Enhances **financial capital** through managing long-term financial risks
Strategic Capital • Roll out first year of Forward30 strategy • Employee alignment to CIMB's purpose • Outcome/metrics that demonstrate employee embed EPICC	**Stakeholders impacted:** Customers, Investors, Employees, Regulators	**Short-term** May stretch **intellectual and human capital** due to procedural and compliance demands	**Long-term** Builds **financial capital** protection by reducing risk and enhancing oversight quality Enhance **robust relationships capital** through improved transparency, reporting and ethics Reinforces **natural and social capital** via sustainability governance and responsible decision structures

Understanding the World We Operate In – Economic Review and Outlook

GLOBAL AND ASEAN LANDSCAPE

2025: RESILIENT ASEAN

GDP GROWTH[1]
(%)



Note: ASEAN-5 includes Malaysia, Indonesia, Philippines, Singapore, Thailand.

GLOBAL LANDSCAPE AND MAJOR ECONOMIES

The global economy in 2025 remained uneven, as growth momentum diverged across countries and sectors adjusting to a shifting landscape of structural change, policy uncertainty and geopolitical risk. Despite this backdrop, global growth held steady at 3.3%, unchanged from 2024. Advanced economies saw momentum moderate, while several emerging markets expanded above trend, underscoring differences in policy, domestic demand strength and trade exposure.

Generally, renewed U.S. tariff measures and persistent geopolitical tensions, particularly in the Middle East, dampened trade sentiment and corporate risk appetite. These developments weighed on capital expenditure intentions and drove irregular foreign exchange (FX) volatility, while evolving expectations around the trajectory of U.S. monetary policy influenced regional interest rates and cross-border flows. These headwinds were temporarily mitigated by front-loaded U.S. imports ahead of tariff escalations, which provided near-term support to trade and manufacturing activity. Separately, a powerful upcycle in electronics and AI-related demand, with market gains largely concentrated in major technology firms, created pockets of resilience across Asia's supply chains.

MAJOR ECONOMIES

- United States expanded by 2.2%, fuelled by robust consumer spending and a sharp rebound in exports, despite elevated living costs and disruptions from government shutdowns[2].
- European Union recorded 1.6% growth, supported mainly by domestic demand, a resilient labour market and accommodative financial conditions[3].
- China maintained moderate expansion near 5%, as policy support and resilient external demand offset domestic weakness, alongside continued progress in technology-enabled services and advanced manufacturing[4].
- India sustained strong momentum at about 7.4% in FY2025 to FY2026, underpinned by structural reforms, notably the goods and services tax (GST) and rapid expansion of digital public infrastructure. Its large and domestically driven market base reduced sensitivity to external shocks[5].

ASEAN ECONOMIES

Amid the challenging environment, ASEAN remained relatively resilient in 2025, albeit with varied performance. The region's underlying fundamentals remained sound, supported by low and stable inflation, improving labour market conditions and sustained public infrastructure spending, which continued to anchor private consumption and fixed investment. Subdued inflation and accommodative policy settings underpinned credit formation and asset quality, even as seasonal deposit competition compressed net interest margins.

Nevertheless, softer export momentum and political uncertainties in parts of the region remained key watch items, influencing risk pricing and portfolio monitoring. At the same time, heightened tariff uncertainty accelerated supply chain diversification into ASEAN, particularly Malaysia, as multinational corporations rebalanced manufacturing footprints and procurement hubs. Together with buoyant global demand for semiconductors and AI components, this trend drove capital spending and increased financing and treasury needs across electronics, data centre and logistics ecosystems.

Within ASEAN-5, Indonesia sustained a stable expansion, underpinned by supportive fiscal and monetary policies, including multiple rate cuts[6]. In contrast, Malaysia, Singapore, the Philippines and Thailand experienced mild deceleration, reflecting softer external demand post-US tariff implementation, moderation in private consumption and cautious investment amid ongoing geopolitical headwinds[7].

1 *https://www.imf.org/en/publications/weo/issues/2026/01/19/world-economic-outlook-update-january-2026*
2 *https://www.bea.gov/news/2026/gdp-advance-estimate-4th-quarter-and-year-2025*
3 *https://gmk.center/en/news/eu-gdp-grew-by-1-6-y-y-in-2025/*
4 *https://www.china-briefing.com/news/chinas-economy-in-2025-gdp-5-percent-growth/*
5 *https://mospi.gov.in/uploads/latestreleasesfiles/1767782498513-GDP%20Press%20Note%20on%20FAE%202025-26.pdf (FY2025-2026)*
6 *https://www.imf.org/en/news/articles/2026/01/21/pr-26010-indnonesia-imf-executive-board-concludes-2025-article-iv-consultation*
7 *https://www.mckinsey.com/featured-insights/future-of-asia/southeast-asia-quarterly-economic-review*

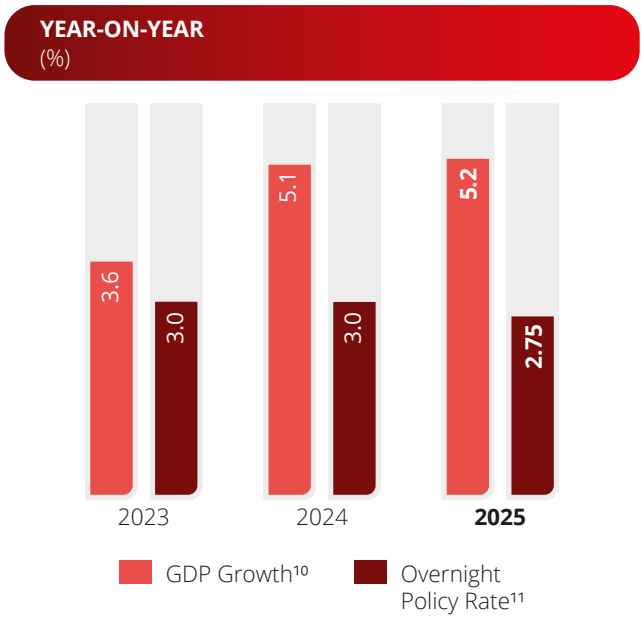
Beyond the ASEAN-5, Vietnam emerged as the region's growth leader, extending its strong momentum from 2024 on the back of robust exports and resilient foreign direct investment (FDI) into high-value manufacturing and processing industries[8].

ASEAN-5 Currency Performance Against USD in 2025[9]

Appreciate
Malaysia | Singapore | Thailand

Depreciate
Indonesia | Philippines

MALAYSIA'S ECONOMIC PERFORMANCE



Malaysia recorded 5.2% GDP growth in 2025, supported by resilient domestic activity across agriculture, services and manufacturing, particularly electronics, as well as sustained momentum in infrastructure-linked construction. Fourth-quarter performance exceeded expectations at 6.3% from 5.4% in the third quarter, reflecting steady household spending, recovering exports in electrical and electronics (E&E) goods and continued investment in machinery and equipment across both public and private sectors. These dynamics were complemented by FDI inflows totalling RM53.5 billion[12] in 2025, underscoring Malaysia's continued attractiveness to long-term investors.

Macroeconomic conditions remained supportive with the Overnight Policy Rate (OPR) at 2.75%, a five-year strong ringgit at end-2025 and contained Consumer Price Index (CPI), reinforcing financing conditions and external stability. The labour market also reached a new milestone, with unemployment falling to a record low 2.9% in December, its lowest level since the second quarter of 2014[13].

In tandem with improving macro conditions and firmer regional confidence, capital market activity gained traction. Market performance reflected this momentum, with the Malaysian stock market reaching its highest level in seven years. Broader macroeconomic indicators were equally supportive with the ringgit ranked among Asia's top 10 best performing currencies, inflation remained low at 1.4%, and the fiscal deficit narrowed to 3.7% of GDP, below the projected 3.8%[14]. Collectively, these trends expanded CIMB's addressable universe in corporate banking, transaction banking and markets, while strengthening prospects in Wealth and Private Banking amid improving investor risk appetite.

CIMB'S STRATEGIC RESPONSE

Against this backdrop, CIMB operationalised its Forward30 workstreams through pricing discipline, funding remix and increased focus on high-growth verticals such as data centres and digital infrastructure. Additionally, we focused on capital optimisation, a more deposit-led funding structure, "One Bank" cross-selling, and productivity and digital enhancements to drive scale efficiencies and sustainable returns on ROE.

We also strengthened strategic partnerships domestically and across the region to mobilise capital into priority sectors and enhance cross border financial connectivity. This is exemplified by among others, CIMB's participation in the Malaysian ASEAN Business Entity (MyABE) pilot cohort as one of the three MyABE-Public listed companies, an initiative recognising Malaysian champions expanding across ASEAN and underscoring our commitment to regional integration and cross border growth.

[8] *https://www.vietnam-briefing.com/news/vietnam-economy-gdp-fdi-and-trade-2025.html/*
[9] *https://www.mckinsey.com/featured-insights/future-of-asia/southeast-asia-quarterly-economic-review*
[10] *https://www.dosm.gov.my/uploads/release-content/file_20260227155040.pdf*
[11] *https://www.bnm.gov.my/monetary-stability/opr-decisions*
[12] *https://v2.dosm.gov.my/uploads/release-content/file_20260213112020.pdf*
[13] *https://www.dosm.gov.my/portal-main/release-content/labour-force-survey-report-q42025*
[14] *https://www.mof.gov.my/portal/en/news/press-release/rousing-fourth-quarter-lifts-2025-growth-beyond-expectations*

Understanding the World We Operate In
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OUTLOOK: 2026 AND BEYOND

We expect global growth to moderate to around 3.2%–3.3% over 2026–2027[15], as renewed tariff measures, export controls in semiconductors and strategic technologies and ongoing geopolitical tensions in key trade corridors continue to reshape global supply chains. In this landscape, ASEAN economies are expected to remain resilient, with GDP growth projected at 4.3% in 2026 and 4.5% in 2027, respectively, supported by resilient private spending, ongoing investment and sustained technology related demand. At the same time, policy divergence among major central banks may drive volatility in capital flows, funding costs and exchange rates across emerging markets.

Regional inflation is expected to average 2.6%, alongside a gradual easing of monetary policy, with policy rates projected to decline towards a five year low by end 2026. This should help cushion credit conditions and support loan formation, albeit with some margin pressure for banks.

For financial institutions, this environment points to a supportive backdrop for lending volumes, trade finance and fee income, moderated by NIM discipline and risk weighted growth. Credit demand is likely to be driven by investment financing, trade-related facilities and working capital needs across regional supply chains. For CIMB, this presents an opportunity to scale regional origination and distribution to intermediate the next leg of ASEAN investment, particularly in electronics, data infrastructure, renewable ecosystems and logistics, while expanding local currency trade and settlement to reduce client transaction costs and FX volatility.

We are broadening our deposit led funding base, intensifying capital optimisation and risk-weighted assets (RWA) efficiency, and accelerating digital acquisition and servicing across Malaysia, Indonesia, Singapore, Thailand and the Philippines to deepen engagement in Retail, SME and Affluent segments. In parallel, we are expanding sustainable finance, including in green infrastructure and industrial decarbonisation, while leveraging our MIDA partnership to mobilise capital into Malaysia's next wave of high value, climate aligned investments. These priorities are expected to support balanced earnings growth and reinforce portfolio resilience amid evolving macroeconomic conditions.



Malaysia
GDP: 2026 (f): 4.5%
- Growth is forecasted to moderate slightly to 4.5% in 2026, supported by momentum from last year's strong 5.2% expansion
- Domestic demand is anticipated to remain the primary growth anchor, underpinned by stable labour market conditions and continued implementation of investment projects, while external demand will provide further upside to growth
- Bank Negara Malaysia is expected to keep the OPR at 2.75% amid a broadly stable and contained inflation environment



Singapore
GDP: 2026 (f): 3.2%
- GDP growth will continue to be driven by electronics manufacturing, AI-related investment and financial services, while a global trade slowdown or rising geopolitical tensions may weigh on external demand
- Core inflation is anticipated to remain below 2% supported by contained imported costs and moderate domestic price pressures
- Singapore remains well-positioned to benefit from cross-border capital flows and trade finance activity, with continued opportunities from robust AI-related exports and global investment momentum



Philippines
GDP: 2026 (f): 5.3%[16]
- Prospects will hinge on resilient consumption, infrastructure execution and remittance inflows, while remaining exposed to global demand conditions and climate-related risks
- The inflation rate is expected to moderate within the 2%–4% government target, creating space for a more supportive monetary environment



Indonesia
GDP: 2026 (f): 5.3%
- Growth prospects are underpinned by resilient household consumption and investment in natural resource downstream processing, infrastructure and the digital economy
- Inflation is expected to remain within Bank of Indonesia's target range of 2.5±1%, supporting macroeconomic stability
- Continued FDI into EV supply chains and critical minerals processing should reinforce medium-term industrial expansion, although commodity price volatility remains a key risk



Thailand
GDP: 2026 (f): 2.1%
- The economy is expected to moderate supported by tourism recovery and gradual improvement in exports, particularly electronics. International arrivals are projected to approach pre-pandemic levels by 2027
- With headline inflation projected to stay subdued at approximately 0.3%, policy settings are expected to remain broadly accommodative. Nonetheless, high household debt could restrain private consumption, and exports will continue to face risks from shifting global trade dynamics

[15] *https://www.imf.org/-/media/files/publications/weo/2026/january/english/text.pdf*
[16] *https://www.dof.gov.ph/january-2026-inflation-of-2-0-signals-growing-domesticeconomic-activity/#:~:text=The%20Department%20of%20Finance%20(DOF,recorded%20in%20January%20last%20year*

DISRUPTIVE TRENDS

CLIMATE RESILIENCE

Climate change is driving a fundamental shift in how economies grow, invest and manage risk. Recent years have seen annual global temperatures temporarily exceed 1.5 degrees Celsius above pre-industrial levels, with 2025 ranking as the third warmest year on record at approximately 1.44 degrees Celsius[17]. Across ASEAN, more frequent and severe weather events are disrupting agriculture and logistics, amplifying food price volatility and compressing household purchasing power. These dynamics create policy trade-offs for central banks.

Concurrently, the shift toward decarbonisation, while increasingly divergent across regions, is accelerating transition risks in ASEAN, from regulatory tightening and carbon pricing to industry-level obsolescence. These developments require banks to continuously recalibrate sector strategies, client engagement models and forward-looking risk assessments.

CIMB'S STRATEGIC RESPONSE

Under Forward30, CIMB responds to this pivotal moment with leadership that drives tangible outcomes for economies, businesses and communities across our region. Moving beyond commitments, Forward30 focuses on accelerating measurable impact where it matters most. Building on the progress achieved under Forward23+, Forward30 sets out how we will scale our efforts and translate ambition into action over the next five years.

- **Climate Risk Management and Transition Planning:** We are progressively embedding physical and transition risk analytics within the Group's Enterprise-Wide Risk Management Framework via scenario analysis and risk appetite setting. Insights from these analyses inform the Group's transition plan, including the establishment of clear metrics and targets, such as the Group's interim sector targets across six carbon-intensive sectors, to guide portfolio steering and opportunity identification. These efforts also integrate climate considerations into capital allocation and strategic decision-making.

- **Capturing Climate-related Business Opportunities:** The low-carbon transition presents significant opportunities for CIMB to support clients while expanding sustainable financing. Client engagement is a key lever as we work with customers to support their transition pathways. In parallel, we continue to strengthen the Group's Green, Social, Sustainable and Impact Products and Services (GSSIPS) Framework to remain aligned with evolving market standards and taxonomies. This ensures the framework recognises a broader range of eligible activities and client segments that can be supported through our financing solutions.

- **Empowering SMEs:** We mobilised financing and expanded our GreenBizReady™ programme across the region, helping to advance technological adoption, sustainable practices and market expansion, strengthening SME competitiveness through the transition.

- **Regional Collaborations and Partnerships:** Collaborations through the China-ASEAN Interbank Association (CAIBA) and the ASEAN Plus Three Inter Bank Cooperation Mechanism (APTIBCM) strengthen financial infrastructure supporting local currency settlement and cross-border green finance flows across ASEAN, China, Japan and Korea. At the national level, our partnership with the Malaysian Investment Development Authority (MIDA) mobilises investment into advanced manufacturing, digital infrastructure and clean technologies, directing financial flows towards Malaysia's sustainability priorities while reinforcing regional financing connectivity.

Global Climate Action Highlights

1. **Low-carbon transition gains pace**
   Electric vehicles exceeded 20% of global car sales[18]; global share of solar and wind electricity generation more than tripled since 2015[19]; and the number of non-state actors engaged in climate initiatives more than doubled since 2020[20].

2. **Asia Pacific steps up climate commitments**
   18 Asia-Pacific countries submitted updated Nationally Determined Contributions (NDCs) 3.0 and 26 filed their first Biennial Transparency Reports[21] while ASEAN reaffirmed its commitment to the goals of the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement through its Joint Statement on Climate Change adopted in October 2025[22].

The Execution Challenge

Asia Pacific remains the largest source of global emissions, with sizeable share of coal consumption occurring in the region[23], highlighting the gap between policy ambition and real economy transformation.

[17] *https://wmo.int/news/media-centre/wmo-confirms-2025-was-one-of-warmest-years-record*
[18] *https://www.iea.org/reports/global-ev-outlook-2025/trends-in-electric-car-markets-2*
[19] *https://files.wri.org/d8/s3fs-public/2025-10/state-of-climate-action-2025.pdf?VersionId=D6.3.Ysnl4DlrZVXaxTBvlptfV8PSHfq&_gl=1*gcrdz4*_gcl_au*MTUwODM1ODQ2NC4xNzcyNjk2NzIy*
[20] *https://english.news.cn/20251112/2ba9921d287a4a74afd8b3ccf59c31d6/c.html*
[21] *https://www.unescap.org/kp/2025/climate-ambition-asia-pacific*
[22] *https://asean.org/wp-content/uploads/2025/10/16.-Climate-change.pdf*
[23] *https://www.unescap.org/kp/2025/climate-ambition-asia-pacific*

Understanding the World We Operate In
– Economic Review and Outlook

OUTLOOK

Looking ahead, tighter sustainability expectations, evolving climate risk requirements and the recalibration of monetary policy as inflation dynamics change will shape product design, pricing and capital allocation frameworks. These structural forces are expected to progressively influence risk-return thresholds, funding costs and portfolio composition across the banking sector.

Across the Group, we will continue to monitor a range of key climate-related risks, including:



Physical risks
More frequent disasters, crop losses and infrastructure damage that may affect borrower cash flows and collateral values



Transition risks
Policy tightening, carbon price shocks and accelerated obsolescence in emissions-intensive sectors



Regulatory pressures
Increasing expectations from regulators and stakeholders for clearer transition pathways and metrics

CIMB's roadmap emphasises scaling climate-aligned financing and deepening low-carbon trade/payment frameworks across ASEAN+3. The MIDA partnership further strengthens origination in sustainable, high-value sectors, enabling the Group to support client transition plans, reduce exposure to high-emission pockets and preserve balance sheet resilience through the economic cycle. Sustainability considerations will increasingly be embedded in capital allocation, portfolio steering and cross-border financing decisions, helping to balance growth objectives with climate risk discipline.

Understanding the World We Operate In
– Key Risks and Mitigation

Risk management is a core enabler of our value creation approach, ensuring that the Group remains resilient amid shifting market conditions. The Group's Enterprise-Wide Risk Management Framework (EWRMF) sets out how risks are identified, assessed, managed and monitored across all business activities and geographies. Each risk type is governed by its own policies and procedures, supported by a strong risk culture that emphasises accountability and informed decision-making. Oversight is provided by the Board, with execution through dedicated risk committees across the Group.



We closely track shifts in the operating environment, including regulatory, market and macroeconomic developments. Exposures are managed within the Group's risk appetite through limits and control tools to determine whether risks should be accepted, mitigated, transferred or avoided. These assessments are escalated to the Group Risk & Compliance Committee and Board Risk & Compliance Committee, where informed strategic decisions are made, followed by implementation of operational adjustments to safeguard the Group's operational and financial resilience.

For more information on CIMB's risk governance and EWRMF, refer to pages 198 to 210 in this report.

Understanding the World We Operate In
– Key Risks and Mitigation

KEY RISKS

CIMB's overall risk profile continues to be anchored in a set of established key risk types. These core risks are managed under dedicated policies, limits and governance structures.

CREDIT RISK

Time Horizon: **0-5 years** | Risk Trend: **No change** | Risk Impact: **Medium** | Likelihood: **Medium**

Risk associated with failure of an obligor, market counterparty or an issuer of securities or other instruments held to perform contractual obligations to the Group.

OVERSIGHT

- Board of Directors
- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)
- Group Executive Committee (GEXCO)
- Group Credit Committee (GCC)

MITIGATION ACTIONS

Credit Risk Management Strategy

- Identify, measure, monitor, and manage credit risk within the approved risk appetite, in line with the credit risk policy framework and risk posture
- Review and enhance the credit risk policy framework and financing guidelines to reflect the current operating environment and minimise credit defaults and losses
- Keep abreast of market and regulatory developments that may affect the Group's credit risk metrics

Portfolio Management and Monitoring

- Maintain a well-diversified credit portfolio across countries, industries, sectors, products, customer segments, and maturities
- Monitor credit exposures using Early Warning Indicators and the Watchlist process to detect deterioration early for prompt corrective action
- Leverage data and analytics to assess portfolios, identify problem areas, and determine corrective actions
- Conduct thematic portfolio stress tests to identify vulnerable segments and potential problematic accounts

Asset Quality, Review, and Reporting

- Enhance asset quality management through senior governance reporting for all key portfolio metrics
- Ensure sufficient provisioning including utilising management overlays to address portfolio risk exposures
- Perform regular independent post-credit reviews to assess the quality of approved financing
- Periodically report credit risk exposures to GRCC and BRCC

POTENTIAL OPPORTUNITIES

- In line with the 13th Malaysian Plan on scaling up of SMEs, the Group will continue to support the financing and investment requirements of the segment via the various guarantee schemes and government initiatives
- In line with the low-carbon economy commitment by the government, the Group will continue to support businesses in their sustainability journey by offering green based loans such as Low Carbon Transition Facility (LCTF), High Technology Growth (HTG) and Sustainability-Linked Financing (SLF)
- To tap on the Group's regional network in ASEAN to support key client groups in these countries
- Leveraging on Artificial Intelligence (AI) and Machine Learning (ML) to revolutionise credit risk management – enabling faster, sharper, and more dynamic risk assessments that drive optimised decision-making and improved performance

VALUE INDICATORS

- Credit Risk limits
- Risk appetite metrics
- Earnings and Growth

2026 OUTLOOK

External headwinds persist due to slower global growth and ongoing trade tariff tensions, yet overall asset quality remains manageable, with stress confined to selected segments. Continuous vigilant monitoring is required to maintain this stability. While the short-term outlook is positive, supported by manageable asset quality and stable credit costs, we remain mindful of evolving macroeconomic and geopolitical trends that may shape the global and regional operating environment over the longer term.

Capital Affected:

Financial Strength | Robust Relationships | Valued People

MARKET RISK

Time Horizon: **0-2 years** | Risk Trend: **No change** | Risk Impact: **Medium** | Likelihood: **High**

Risk associated with fluctuations in the value of financial instruments due to changes in market risk factors such as interest rates/profit rates, currency exchange rates, credit spreads, equity prices, commodities prices and their associated volatility.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)
- Group Market and Conduct Risks Committee (GMCRC)

MITIGATION ACTIONS

- Identify, measure, monitor and manage market risk within the approved risk appetite and Market Risk Policy Framework
- Design and implement a robust market risk management and control environment across the Group, supported by consistent policies and procedures
- Provide constructive challenge to the first line-of-defence on market risk positions, controls and limit usages
- Promote a strong risk culture that adopts regional best practices and high standards of quality and integrity in market risk management
- Coordinate with regional teams to ensure any revisions to operating practices or processes are agreed by relevant stakeholders and communicated effectively
- Keep abreast of market and regulatory developments that may affect CIMB's market risk metrics and recommend necessary changes

POTENTIAL OPPORTUNITIES

Robust risk governance supports the broadening of client solutions and revenue growth through expanded market-linked structured products and hedging offerings, while maintaining disciplined management of risk exposure.

VALUE INDICATORS

- Market Risk limits
- Risk Appetite metrics
- Earnings and Growth

2026 OUTLOOK

Fixed income exposures will remain the largest market risk to CIMB. The current outlook on interest rate is expected to be neutral to positive, but ongoing economic and geopolitical developments could affect market dynamics.

Capital Affected:

Financial Strength | Robust Relationships | Valued People

Understanding the World We Operate In
– Key Risks and Mitigation

LIQUIDITY AND FUNDING RISK

Time Horizon: **0-2 years** | Risk Trend: **No change** | Risk Impact: **Medium** | Likelihood: **High**

Risk associated with the inability to efficiently meet the present and future funding needs or regulatory obligations, when due.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)
- Group Asset Liability Management Committee (Group ALCO)

MITIGATION ACTIONS

- Maintain high-quality liquefiable assets (HQLA) and well-diversified sources of funds as liquidity risk buffer under both business-as-usual (BAU) and stress scenarios
- Measure, monitor and manage liquidity risk positions to ensure compliance with regulatory liquidity risk requirements and internal risk appetite
- Perform semi-annual consolidated stress tests to assess balance sheet resilience under stressed conditions
- Review liquidity risk and funding profile to identify and address potential vulnerabilities

Capital Affected:

Financial Strength | Robust Relationships | Valued People

POTENTIAL OPPORTUNITIES

A resilient liquidity position and stable funding base enhance the Group's strategic flexibility, supporting sustainable growth and the ability to respond effectively to changing market conditions.

VALUE INDICATORS

- Adequate HQLA
- Well-diversified funding sources
- Risk Appetite metrics

2026 OUTLOOK

Liquidity risk is expected to remain well-managed in 2026, supported by ongoing enhancements to monitoring and stress testing frameworks. However, rate volatility, geopolitical uncertainties and competitive deposit conditions may continue to exert pressure on funding costs and margins. Prudent oversight of liquidity positions will be maintained to ensure compliance with regulatory requirements and internal risk appetite.

INTEREST RATE RISK/RATE OF RETURN RISK IN THE BANKING BOOK (IRRBB/RORBB)

Time Horizon: **6 years and beyond** | Risk Trend: **No change** | Risk Impact: **Low** | Likelihood: **High**

Risk associated with the current and potential risk to the Group's earnings and economic value arising from movement in interest rates/profit rates.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)
- Group Asset Liability Management Committee (Group ALCO)

MITIGATION ACTIONS

- Measure, monitor and manage IRRBB/RORBB against minimum Basel requirement and internal risk appetite
- Perform semi-annual consolidated stress tests to identify vulnerable areas in the banking book portfolio

POTENTIAL OPPORTUNITIES

Effective management of interest rate risk in the banking book supports more stable earnings and economic value across interest rate cycles

VALUE INDICATORS

- Balance Sheet Composition
- Earnings and Growth
- Risk Appetite metrics

2026 OUTLOOK

Interest rate risk in the banking book will remain a key focus in 2026 given evolving interest rate dynamics and market uncertainty. The Group's balance sheet positioning supports resilience and earnings stability across different interest rate environments.

Capital Affected:

Financial Strength | Robust Relationships | Valued People

Understanding the World We Operate In
– Key Risks and Mitigation

SHARIAH RISK NON-COMPLIANCE (SNC) RISK

Time Horizon: **0-2 years** | Risk Trend: **No change** | Risk Impact: **Medium** | Likelihood: **Medium**

Risk associated with legal or regulatory sanctions, financial loss or non-compliance implications including reputational damage, which CIMB Group may suffer arising from failure to comply with Shariah requirements determined by the Shariah Advisory Council (SAC) of Bank Negara Malaysia (BNM) and Securities Commission (SC), including standards on Shariah matters issued by BNM pursuant to Section 29(1) of the Islamic Financial Services Act 2013 ("IFSA"); or decisions or advice by the Board Shariah Committee (BSC) of CIMB Islamic Bank or other Shariah regulatory authorities of the jurisdictions where the Group operates.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Board Shariah Committee (BSC)
- Group Risk and Compliance Committee (GRCC)

MITIGATION ACTIONS

- Establish the BSC and four Shariah functions, as required under BNM Shariah Governance Policy Document
- Develop Shariah-related policies and procedures, with necessary approvals from BSC for all Islamic banking business and operations
- Deploy risk management tools to facilitate how Business Units (BU)/Business Enablers (BE) identify and manage such inherent risks to business
- Develop SNC risk scenarios and stress test impact of non-compliance on the Group's capital position

Capital Affected:

Financial Strength | Robust Relationships | Intellectual Capital | Valued People

POTENTIAL OPPORTUNITIES

- Provide innovative Islamic products and services to meet evolving customer needs
- Strengthen controls and governance to enhance public confidence in Islamic financial services
- Expand Islamic financial products and services into new regions and markets

VALUE INDICATORS

- Risk Appetite metrics
- Market positions (brand and ranking of Islamic banking)
- Integration of Value-based Intermediation (VBI) principles
- Earnings and Growth

2026 OUTLOOK

SNC risk is expected to evolve quickly with advancing technology, heightened regulatory scrutiny and the increasing sophistication of Islamic financial products. CIMB will continue to strengthen its capabilities to uphold Shariah principles while capturing opportunities from new products, markets and technologies.

SUSTAINABILITY RISK

Time Horizon: **Immediate to long-term** | Risk Trend: **No change** | Risk Impact: **Medium** | Likelihood: **Medium**

Risk associated with financial and non-financial impact arising from environmental, social and economic/ethical issues stemming from transactions and/or activities associated with a business relation and its operations, and/or the Group's own internal operations and employees.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Board Group Sustainability Committee (BGSC)
- Group Risk and Compliance Committee (GRCC)
- Group Sustainability Council (GSC)

MITIGATION ACTIONS

- Institutionalise the Sustainability Risk Management Framework and integrate sustainability considerations (including climate-related matters) into business decision-making
- Implement policies, procedures and controls such as the Group Sustainability Policy, Group Sustainable Financing Policy and Group Human Rights Policy, to enhance EES&G performance
- Monitor and report sustainability risk appetite and profile to BGSC and GRCC, where applicable
- Subscribe to local, regional and international standards and best practices and promote principles for responsible banking
- Conduct due diligence and engage with high-risk sector clients on sustainability action plans, including climate, nature and human rights risks
- Set sector-specific net zero targets for carbon-intensive sector portfolios to mitigate climate transition risks
- Perform climate scenario analysis and stress testing to assess the impact of climate change on the Group's financial and operational resilience
- Conduct human rights saliency assessments to prioritise and mitigate key human rights risks across stakeholders
- Mitigate greenwashing risk through strong governance, including Sustainability team oversight of sustainability-related products and communications, credible science-aligned transition planning, regular monitoring of targets and implementation, structured disclosures with assurance, and operational guidance to ensure sustainability claims remain transparent, evidence-based and aligned with recognised standards

Capital Affected:

Financial Strength | Robust Relationships | Natural Capital | Valued People

POTENTIAL OPPORTUNITIES

- Grow sustainable financing to support clients in meeting emerging EES&G and decarbonisation expectations
- Advance data-driven risk intelligence to sharpen portfolio steering and sustainability insights
- Strengthen client advisory and value chain support to guide sectors through their sustainability transition

VALUE INDICATORS

- Risk Appetite metrics
- Market positions (EES&G performance on market indices)
- Adoption of Sustainability Standards (IFRS S1 & S2, GRI, SASB etc.)
- Sustainable finance mobilised
- Reduction of operational net zero GHG emissions (scope 1 and 2)
- Alignment of our six sector-specific 2030 interim net zero targets with reference scenarios

2026 OUTLOOK

In 2026, sustainability risks – including climate, nature and human rights – are expected to remain elevated, driven by intensifying regulatory expectations, physical climate impacts and transition pressures across key sectors. CIMB faces high inherent exposure to climate-related transition and physical risks, as well as greenwashing risk.

Residual risk remains moderate, supported by ongoing mitigation actions including sectoral decarbonisation plans, enhanced climate risk due diligence, sustainability risk dashboard monitoring and development of a sustainability and climate data warehouse. These risks are expected to persist over the long term, while opportunities remain in scaling sustainable finance, strengthening EES&G data intelligence and supporting client capability building.

Understanding the World We Operate In
– Key Risks and Mitigation

OPERATIONAL RISK

Time Horizon: **0-2 years** | Risk Trend: **Increase** | Risk Impact: **Medium** | Likelihood: **High**

Operational Risk: Associated with losses resulting from inadequate or failed processes, people and systems, or from external events. It includes legal risk but excludes Strategic and Shariah Non-Compliance (SNC) risks.

Fraud Risk: Associated with the risk of loss resulting from an deliberate act or course of deception or omission with the intention to conceal, omit, distort, misrepresent or falsify to: (i) gain unlawful/illegal/unfair personal advantages, (ii) induce another individual(s) to surrender willingly/unwillingly of a legal right/possession or (iii) to create harm to damage another individual(s) resulting in a loss to another.

Third Party Risk: Associated with risk emanating from third party(ies) that could result in disruption to business operations, financial loss or reputational damage if the Group fails to appropriately manage the risks arising from its third-party arrangements and non-compliance with relevant third party/ outsourcing regulations.

Business Continuity Management: Associated with the risk of business disruption and failure to provide and maintain appropriate business continuity management (including inadequate business continuity plans) and comply with relevant regulations and requirements, including the recovery of business, services or operations within the Group's Maximum Tolerable Downtime.

OVERSIGHT

All
- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)

Operational Risk
- Group Operational and Resiliency Risk Committee (GORRC)

Fraud Risk
- Banking Fraud Oversight Committee (BFOC)
- Fraud Management Council (FMC)

Business Continuity Risk
- Group Business Continuity Management (BCM) Steering Committee
- Group Executive Committee (GEXCO)

MITIGATION ACTIONS

- Implement and continuously enhance Operational Risk Management Framework, including tools, methodologies and processes to effectively identify, assess, manage and report material non-financial risks
- Perform ongoing thematic and focused reviews on operational risk areas to strengthen governance and effectiveness of control practices
- Carry out operational risk stress tests focusing on the material risks impacting the Group's key business segments and systems
- Establish a robust third-party risk management framework to mitigate interconnected risks across the ecosystem via comprehensive due diligence, continuous monitoring, contractual safeguards and contingency plans
- Conduct annual drills and exercises, simulating disruption scenarios to test business continuity plans and crisis management protocols

POTENTIAL OPPORTUNITIES

- Future-proof operational risk management by integrating real-time data, enabling data-driven decisions and leveraging AI and machine learning for predictive analytics, supported by a robust GRC system
- Upskill talent to build stronger risk and control ownership in managing the evolving landscape

VALUE INDICATORS

- Risk Appetite metrics
- Earnings and Growth

2026 OUTLOOK

Operational Risk including Fraud, Third Party, and Business Continuity Risk will likely face growing exposure to technology-driven disruptions and increasing ecosystem interdependencies, particularly with wide AI adoption and rising cybersecurity challenges.

In response, Operational Risk Management Framework will be the central governing principle for effective and sustainable operational risk management. To enhance resilience, CIMB is identifying and establishing critical business services, including mapping the associated people, processes, technology and third-party dependencies. We also aim to progress from conventional reporting towards real-time monitoring and exception management, focusing on high-risk outliers identified by the Governance, Risk and Compliance (GRC) system, with a long-term ambition to adopt predictive monitoring.

Capital Affected:

Financial Strength | Valued People

TECHNOLOGY RISK

Time Horizon: **0-2 years** | Risk Trend: **Increase** | Risk Impact: **Medium** | Likelihood: **High**

Risk associated with the emergence of quantum computing and its ability to override existing encryption protocols, exposing vulnerabilities in technology, cyber controls and data protection. This may require complex migration to new quantum-safe encryption, potentially leading to financial, regulatory/compliance and reputational risks.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)
- Group Operational and Resiliency Risk Committee (GORRC)

MITIGATION ACTIONS

- Conduct cyber response drills and independent external assessments on internal systems to identify improvements and strengthen technology and cyber resilience
- Establish a comprehensive inventory of cryptographic assets, detailing where and how encryption is applied across systems (e.g., TLS, VPNs, databases, certificates, etc.)
- Identify high-value data that must remain confidential for 10+ years, prioritising customer information and critical financial records

Capital Affected:

Financial Strength

Intellectual Capital

POTENTIAL OPPORTUNITIES

- Leverage on advanced technology to strengthen cyber security, enhance customer experience, improve workforce productivity, and reinforce overall technology risk governance
- Early compliance with quantum-safe standards to meet regulatory requirements to enhance trust with regulators and customers
- Utilise Artificial Intelligence (AI) capabilities to innovate business capabilities, including faster data analytics, fraud detection and optimisation

VALUE INDICATORS

- Risk Appetite metrics
- Readiness and Risk Mitigation (i.e. % of systems and data protected with quantum-safe encryption)
- Business Value Creation (i.e. cost/time savings from new quantum algorithms and number of pilot projects that improve productivity or decision-making)

2026 OUTLOOK

Quantum-related cyber risks remain nascent, with no immediate decryption threat, though data-harvesting activities continue to grow. Regulators are signalling the need for early quantum-safe preparation, including guidance such as NACSA Directive 9.

In response, we will prioritise core readiness measures in 2026 by building a cryptographic inventory, updating key policies and piloting post-quantum cryptography (PQC) solutions ahead of wider adoption. The objective is to be transition-ready before quantum computing reaches break-point capability. To enhance resilience, CIMB will embed crypto-agility into system designs, begin with hybrid encryption pilots and explore collaboration opportunities with academia, fintech, telcos and regulators.

Understanding the World We Operate In
– Key Risks and Mitigation

GEOPOLITICAL RISK

Time Horizon: **0-2 years** | Risk Trend: **No change** | Risk Impact: **High** | Likelihood: **Medium**

Risk associated with evolving political, economic and social tensions among sovereign and non-state actors, geopolitical risk is a multifaceted driver that shape regulatory environments, trade and supply chain dynamics, and market volatility. These shifts can affect client profitability and subsequently, the Group's risk profile.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)

MITIGATION ACTIONS

- Continuously monitor geopolitical developments and assess impact on FX volatility, interest rate movements and macroeconomic conditions across both demand and supply sides
- Diversify portfolio and set country risk limits
- Regular stress testing to prepare for severe scenarios, including potential trade war escalation and military conflict
- Anticipate and integrate downside risks to the global economy into forward-looking assessments

POTENTIAL OPPORTUNITIES

- Benefit from investment flows into middle-power markets — including India, Brazil, United Arab Emirates (UAE), Vietnam — as they are positioning themselves as alternative high-growth industrial hubs to traditional economic centres
- Support clients' regionalised supply chain restructuring by providing sophisticated financing, trade products and advisory services for new manufacturing and infrastructure investments
- Expand financing in strategic, government-backed sectors where risk-return profiles are favourable such as defence, green energy, advanced technology and rare earths

VALUE INDICATORS

- Relevant Risk Appetite metrics

2026 OUTLOOK

Geopolitical risk will remain a major factor driving economic and financial-market volatility. Strategic decoupling between the US and China presents both risks and opportunities for current and future businesses. While we do not expect tensions between the two major economies to escalate sharply, we anticipate a gradual adjustment in global trade and investment flows in 2026 and the years ahead. The Group remains alert to these evolving dynamics and expects to adapt as the global operating landscape adjusts.

Capital Affected:

Financial Strength

FINANCIAL CRIME RISK

Time Horizon: **0-2 years** | Risk Trend: **Increase** | Risk Impact: **Medium** | Likelihood: **Medium**

Risk associated with illicit activities including money laundering, fraud, corruption, organised crime, smuggling, drug trafficking, terrorism financing and proliferation financing. It carries potential regulatory and legal consequences, and may result in regulatory actions, financial losses, and serious reputational damage, which in turn threatens the integrity of the financial system and undermines stakeholder trust.

OVERSIGHT

- Board Risk and Compliance Committee (BRCC)
- Group Risk and Compliance Committee (GRCC)

MITIGATION ACTIONS

- Regular review of policies and procedures that takes into account regulatory requirements and industry best practices in the identification, assessment, monitoring and reporting of financial crime risks
- Governance oversight through Senior Management Committees and Board Committees
- Strengthening of controls and processes for more effective risk management
- Bank-wide training programmes to instill compliance culture

Capital Affected:

Financial Strength

Intellectual Capital

POTENTIAL OPPORTUNITIES

- Enhancement of anti-financial crime processes and controls improves detection and prevention of financial crime risks
- Continued investment in more advanced technology and resources, and leverage on system capabilities, enable more holistic view of potential financial crime risks for effective handling
- Increasing and strengthening collaboration with law enforcement agencies, and active participation in other intelligence forums, enhance capabilities to detect and react to complex criminal networks
- Embedding controls into digital product designs mitigate against financial crime risks and provide competitive advantage, whilst enhancing customer experience and fostering investor confidence

VALUE INDICATORS

- Market Position
- Reputation and Sustainable Growth

2026 OUTLOOK

The financial crime risks relating to fraud and mule remain high as there is increasing use of automated tools and digital infrastructure.

Delivering on Stakeholder Needs – CIMB's Material Matters

Our identified material matters, based on our understanding of stakeholder expectations, guide CIMB's efforts to build trust, resilience and long-term value. This page should be read in conjunction with CIMB Group's Sustainability Report 2025, which outlines our approach to managing each material matter.

GOVERNANCE **ECONOMIC** **ENVIRONMENTAL** **SOCIAL**

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

Capital Affected: Valued People; Strategic Capital

Stakeholders: Investors; Regulators

CYBERSECURITY AND DATA PRIVACY

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

Capital Affected: Physical Network; Intellectual Capital

Stakeholders: Customers; Suppliers

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

Capital Affected: Valued People; Strategic Capital

Stakeholders: Investors; Regulators

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

Capital Affected: Financial Strength; Natural Capital

Stakeholders: Customers

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

Capital Affected: Robust Relationships

Stakeholders: Customers

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

Capital Affected: Financial Strength; Robust Relationships

Stakeholders: Customers

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

Capital Affected: Physical Network; Intellectual Capital

Stakeholders: Customers

GOVERNANCE ECONOMIC ENVIRONMENTAL SOCIAL

NATURE AND BIODIVERSITY

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

Capital Affected:
Natural Capital

Stakeholders:
Society
Customers

DIVERSITY AND INCLUSION

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

Capital Affected:
Valued People

Stakeholders:
#teamCIMB
Customers

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 well-being, and address the needs of stakeholders

Capital Affected:
Robust Relationships

Stakeholders:
Society

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 both our operational GHG emissions and financed emissions

Capital Affected:
Natural Capital

Stakeholders:
Society
Customers

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

Capital Affected:
Valued People
Strategic Capital

Stakeholders:
#teamCIMB
Society
Suppliers
Customers

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 well-being of our employees, encompassing initiatives related to work-life balance, health, safety and professional development

Capital Affected:
Valued People

Stakeholders:
#teamCIMB

Delivering on Stakeholder Needs – Creating Value for All Stakeholders

At CIMB, every decision encompasses our people – employees, customers and the communities we serve. Our actions create ripple effects, shaping trust, opportunity and progress for those connected to us. We strive to create lasting value while caring for the relationships and resources that sustain us, ensuring that growth is both meaningful and responsible.

Legend for Channel and Frequency of Engagement

D Daily | W Weekly | M Monthly | BM Bi-monthly | HY Half-Yearly | Q Quarterly | Y Yearly | A Ad hoc

Customers

We support the goals of our customers by embracing an inclusive approach to development. Our mission is to create a net positive impact through our services, promoting progress for our customers and positioning banking as a force for good.

Customers' Expectations

- Seamless, secure and reliable banking experiences with fast access to services and real-time issue resolution across all channels
- Personalised and relevant financial solutions that reflect each customer's unique needs, preferences and life goals
- Convenient, intuitive digital and physical touchpoints that make everyday banking simple, reliable and easy
- Accessible financial guidance and tools that help customers make informed decisions and build financial confidence

Channel and Frequency of Engagement

D
- Branches
- Relationship managers
- Contact centres

W
- Emails
- Customer surveys

How CIMB Creates Value

Customer Centricity, enabled by Technology

- Embrace a "customer-first" philosophy
- Improve customer experiences across all journeys
- Offer secure, reliable and accessible financial and digital solutions that enhance well-being
- Safeguard customer data and protect against cyber threats through robust safety measures and education
- Provide tailored products, services and advice to help businesses achieve their goals
- Treat customers with fairness and integrity, with extra care for those in vulnerable segments

Sustainable and Responsible Finance

- Direct capital towards green initiatives while supporting clients to reduce their environmental and social risks
- Implement policies to manage risks in financing activities related to sustainability, including climate change and human rights
- Foster positive outcomes through proactive engagement and responsible product development

Economic Inclusion and Financial Literacy

- Promote socio-economic growth by creating banking opportunities and enhancing financial literacy for underserved communities, contributing to improved financial security
- Empower individuals and businesses with tools to better manage their finances, improving overall quality of life
- Protect customers against fraud and scams through robust prevention, monitoring and detection capabilities, dedicated hotlines and ongoing education and awareness campaigns

Key Policies to Drive Value

- Group Treating Customers Fairly Policy
- Group Sustainability Policy
- Group Human Rights Policy
- IT Security Policy and Group Personal Data Protection Policy

2025 Highlights

71%
Channels meeting CSAT targets

RM6.5 billion
Financing to Low-Income Families across ASEAN

10.6 million
CIMB Digital Users (MY & ID CIMB Clicks/CIMB OCTO users)

Material Matters: | **Capital Affected:**

Legend for Channel and Frequency of Engagement

D Daily | W Weekly | M Monthly | BM Bi-monthly | HY Half-Yearly | Q Quarterly | Y Yearly | A Ad hoc

Investors

We recognise that strong investor relationships help reinforce confidence in our ability to manage risks prudently, so we engage consistently to communicate how we balance growth with disciplined risk oversight.

Investors' Expectations

- Ensure financial stability and dividend consistency through strategic investment decisions and effective management of capital, assets and risk
- Embed sustainability principles into lending and investment decisions to support responsible growth and mitigate longer-term environmental risks
- Pursue innovative technology solutions to maintain a leading edge over emerging competitors
- Show continuous improvement by achieving targeted ESG goals and advancing sustainability initiatives
- Uphold high standards of governance, ethics and risk management, including robust cybersecurity and data privacy measures and controls

Channel and Frequency of Engagement

- Q · Analyst Briefings · Press announcements
- HY · Roadshows/Investor Conferences
- Q HY · Thematic investor day briefings
- Y · Annual general meetings · Integrated and sustainability reports

How CIMB Creates Value

Risk Management and Governance

- Stay resilient and adaptable in a changing business landscape
- Balance sheet aligned to risk appetite and industry outlook to ensure stable, long-term returns
- Incorporate environmental, social and governance (ESG) risks into our risk management practices
- Clear and timely updates on asset quality and ESG-related risks to support informed investor decision-making
- Maintain high standards of corporate governance throughout our operations
- Operate with integrity and transparency in all stakeholder interactions
- Attractive value proposition to generate stronger returns for shareholders

Key Policies to Drive Value

- Group Enterprise-Wide Risk Management Framework
- Group Dividend Policy

2025 Highlights

47.3%	7.2%	11.3%
Cost to Income or Efficiency Ratio	Total Shareholder Return	Return on Equity

Material Matters: | **Capital Affected:**

Delivering on Stakeholder Needs
– Creating Value for All Stakeholders

Legend for Channel and Frequency of Engagement

D Daily | W Weekly | M Monthly | BM Bi-monthly | HY Half-Yearly | Q Quarterly | Y Yearly | A Ad hoc

#teamCIMB

Our employees are central to CIMB's success, and we engage with them to ensure their voices are heard, their contributions are recognised and they are empowered to drive the organisation's future.

#teamCIMB's Expectations

- Strong development programmes and continuous learning opportunities that equip employees with essential skills and future-ready capabilities to drive sustained high performance
- A strong and unified culture anchored in shared values and a clear sense of purpose
- A supportive employee experience that prioritises well-being and fosters a respectful and inclusive workplace
- Fair and transparent performance management, supported by equitable compensation and benefits

Channel and Frequency of Engagement

- W · GHR emails
- Q · Townhalls
- HY · Performance reviews
- Y · Employee sentiment survey
- A · Meetings with employee works' councils, unions and other representative groups

How CIMB Creates Value

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

- Strengthen employees' skills and capabilities through continuous upskilling and reskilling opportunities to support the future of work
- Foster a respectful and inclusive workplace where employees feel valued, empowered to contribute and a sense of belonging
- Support employees' career progression through meaningful development opportunities
- Cultivate a work environment that is safe, efficient and enables employees to perform at their best
- Strengthen leadership, collaboration and innovation through our EPICC culture and shared sense of purpose
- Invest in employee well-being through inclusive policies, mental health resources, financial wellness initiatives and programmes that support employees' overall well-being
- Enhance the flexible benefits programme and strengthen support for employees and their dependents
- Simplify internal processes to improve efficiency and employee experience through our Simpler, Better, Faster approach, supported by technology and artificial intelligence

Key Policies to Drive Value

- Group Human Resource Policies and Procedures: Code of Ethics and Conduct
- Group Human Rights Policy
- Group Employee Diversity and Inclusion Policy: Board Diversity Framework
- Performance Management Framework
- Group Training Policy
- Group Occupational Safety and Health Policy and Procedures

2025 Highlights

40%
Female Representation in Senior Leadership

67 hours
Average Training Hours per Employee

Material Matters: | **Capital Affected:**

Legend for Channel and Frequency of Engagement

D Daily | W Weekly | M Monthly | BM Bi-monthly | HY Half-Yearly | Q Quarterly | Y Yearly | A Ad hoc

Society

We focus on creating positive and lasting outcomes for the communities we serve by supporting economic inclusion, strengthening livelihoods and contributing to climate resilience, nature and biodiversity protection. Through targeted initiatives across financial literacy, entrepreneurship, community empowerment and conservation, we aim to address structural barriers to socio-economic progress and support more resilient and inclusive communities.

Society's Expectations

- Programmes that support vulnerable and underserved groups through financial literacy, employability and initiatives that reduce socio-economic gaps
- An inclusive culture that promotes diversity, equity and equal participation across communities.
- Responsible management of climate, nature and biodiversity-related risks and opportunities, including efforts to reduce carbon emissions and strengthen climate resilience
- Accessible and tailored financial solutions that expand financial inclusion for unbanked and underbanked communities
- Support for Micro, Small and Medium Enterprises (MSMEs) and local enterprises through financing and advisory solutions that strengthen livelihoods and community-level economic growth

Channel and Frequency of Engagement

- M · Community programmes
- Y · Sustainability roadshows and conferences
- A · Community dialogues
- A · Press releases & media briefing

How CIMB Creates Value

Corporate Citizenship

- Understand community needs and expectations
- Encourage employee participation in community and volunteer initiatives
- Build partnerships with grassroots organisations, non-governmental organisations (NGOs) and community groups to amplify impact

Climate Change, Nature and Biodiversity

- Manage and reduce the environmental impacts of our operations on communities and ecosystems
- Collaborate with industry peers, regulators and partners to support climate resilience and promote the protection of nature and biodiversity

Community Development and Human Rights

- Uphold respect for human rights and work to address social inequalities in communities where we operate
- Support individuals through skills development, access to resources and economic participation opportunities
- Enable entrepreneurship and education initiatives that support long-term community resilience

Key Policies to Drive Value

- Group Sustainability Policy
- Group Sustainable Financing Policy
- Group Human Rights Policy
- Group Administration and Property Management Policy
- Group Corporate Responsibility Policy
- Flex4Sustainability Policy (Employee Volunteerism)

2025 Highlights

88th percentile in the S&P Global Corporate Sustainability Assessment based on latest available ranking in 2025

200,150 hours of employee volunteerism

50% Reduction in Scope 1 and Scope 2 GHG Emissions (vs 2019 baseline)

RM28.7 million Disbursed in Community Investments

Material Matters: | **Capital Affected:** |

Delivering on Stakeholder Needs
– Creating Value for All Stakeholders

Legend for Channel and Frequency of Engagement

D Daily | W Weekly | M Monthly | BM Bi-monthly | HY Half-Yearly | Q Quarterly | Y Yearly | A Ad hoc

Regulators

We proactively engage with financial authorities, legislative bodies, and industry associations to ensure compliance with regulatory obligations and to help shape a stable, well-governed financial landscape. Through these engagements, we aim to play a constructive role in advancing financial stability, consumer protection and sustainable development.

Regulators' Expectations

- Meet all regulatory requirements to uphold financial stability, ethical practices and fair consumer outcomes
- Work with industry peers and regulators to build capabilities and keep up with emerging trends and standards
- Strengthen risk management to address cyber threats, data security and sustainability-related risks in a responsible manner
- Support national sustainability goals by reducing environmental impact and complying with environmental regulations

Channel and Frequency of Engagement

- M · Regulatory reporting
- A · Dialogues with regulators

How CIMB Creates Value

Regulatory Compliance & Market Conduct

- Maintain strong compliance with prudential, conduct and consumer-protection regulations across all markets
- Strengthen governance structures to ensure transparency, accountability and timely regulatory reporting

Risk Management & Operational Resilience

- Conduct regular stress tests, scenario analysis and operational resilience drills as required by regulators
- Strengthen enterprise risk frameworks to address climate, credit, liquidity, market and technology risks

Key Policies to Drive Value

- Group Enterprise-Wide Risk Management Framework
- Group Treating Customers Fairly Policy
- Group Compliance Policy
- Group Contingency Funding Plan Policy
- Group Operational Risk Management Policy
- Group Business Continuity Management Policy

2025 Highlights

14.3%	1.7%	103.2%
CET1 ratio	Gross Impaired Loans Ratio	Allowance Coverage

Material Matters: | **Capital Affected:**

Legend for Channel and Frequency of Engagement

D Daily | W Weekly | M Monthly | BM Bi-monthly | HY Half-Yearly | Q Quarterly | Y Yearly | A Ad hoc

Suppliers

We work with suppliers as essential partners in our value chain, recognising that responsible, ethical and sustainable procurement strengthens CIMB's operational resilience, service quality and long-term efficiency.

Suppliers' Expectations

- Ease of use, navigation and support for CIMB's procurement platforms and processes
- Clarity and fairness of procurement policies, including sustainability-related requirements and vendor eligibility criteria
- Protection of confidential commercial information, contractual data and business documentation
- Assurance that CIMB's procurement policies uphold ethical labour standards and do not expose workers, communities or vendors to undue risks

Channel and Frequency of Engagement

A
- Sessions to provide service performance and expectation
- Formal and informal engagements during the procurement process
- Tender process and supplier feedback mechanism

How CIMB Creates Value

Supplier Capability, Compliance and Operational Resilience

- Strengthened supplier capability and compliance through targeted training and engagement, improving operational resilience, data protection readiness and service reliability across CIMB's vendor ecosystem
- Reinforce confidentiality and data protection expectations through updated contractual clauses and regular engagement with suppliers

Responsible Sourcing, Ethical and Human Rights Practices

- Expand CIMB's human rights grievance mechanism to allow workers, communities and supplier networks to raise concerns linked to CIMB's business relationships
- Enhance oversight of suppliers' labour standards by embedding human rights requirements into procurement policies, contracts and assessments enhanced oversight of suppliers' labour and human rights standards through embedded requirements across procurement policies, contractual clauses and supplier assessments, reinforcing responsible sourcing and mitigating reputational and operational risks

Key Policies to Drive Value

- Group Procurement Policy
- Vendor Code of Conduct

2025 Highlights

86% of our suppliers are local

2,052 suppliers regionally

Material Matters: | **Capital Affected:**

Delivering on Stakeholder Needs
– Enabling People Through Human Capital

Our people are central to Forward30. To support this, we refreshed our people strategy, guided by our Purpose and EPICC values, to strengthen people and culture foundations for long-term, sustainable growth. Our workforce priorities centre on enhancing organisational resilience, building future-ready capabilities and fostering a high-performance culture, while cultivating an inclusive and engaging employee experience that enables employees to connect their work to CIMB's broader impact on customers, communities and society.

Across the Group and our regional markets, these priorities are reinforced through consistent leadership commitment and a strong tone from the top. Progress is tracked through Group-level people indicators embedded within our governance and performance processes, covering areas such as leadership, learning, mobility, talent acquisition and employee experience. Collectively, these efforts support a more engaged workforce across ASEAN.

Building a Future-ready Workforce Anchored on Our Purpose & Values

Fostering Belonging and Purpose

Create a workplace where purpose, well-being and connection are embedded in everyday work, fostering a strong sense of belonging and positioning CIMB as an employer of choice.

Developing Future-ready Talent and Capabilities

Equip our workforce for the future of work through continuous learning, role evolution and strong leadership capabilities.

Building a Simpler, Better and Faster Employee Experience

Advance organisational agility by simplifying how we work, strengthening governance and enabling effective responses to evolving business needs.

OUR KEY PRIORITIES

Fostering Belonging and Purpose

Cultivate a culture anchored in our Purpose and EPICC values, where employees feel a strong sense of belonging, are supported to thrive and are empowered to contribute meaningfully.

Key Initiatives

As part of our targeted leadership training efforts, we introduced the **Lead with EPICC and Purpose (LEAP) programme** to strengthen leadership capability across people and middle managers, equipping them with the mindsets needed to lead with purpose and drive transformation.

We strengthened training and focused leadership cascades under the **Safeguarding the Bank (STB) agenda** to embed a **strong culture of risk awareness**, sound judgement and responsible decision-making across leadership and frontline teams.

Our **Change Agent Networks (CAN)** play a key role in cascading positive behaviours, supporting teams and embedding EPICC into day-to-day ways of working, with similar initiatives across markets such as Duta EPICC in CIMB Niaga and the EPICC Captain Programme in CIMB Thailand.

We offer a **holistic suite of physical, mental and financial programmes** that support the diverse needs of our workforce across the region.

OUTCOMES

Our employee sentiment survey indicates strong organisational alignment, with **87% of employees Group-wide recognising how their roles contribute to a positive impact on customers and society,** and **81% affirming that CIMB's strategy is aligned with its vision**.

Ranked **792nd** in Forbes' **World's Best Employers 2025**, based on independent employee nominations.

Celebrated EPICC values and reinforced employee cultural alignment through the **Regional EPICC Excellence Awards**.

Annual Staff Raya EPICC Open House united ~2,800 #teamCIMB in celebrating Hari Raya, reinforcing community spirit and cultural connection.

We strengthened **employee engagement across the region** through various initiatives such as the EPICC Studio Podcast in CIMB Niaga, Spot EPICC Everyday campaign in CIMB Singapore, EPICC Staff Clubs in CIMB Thailand, EPICC Squad in CIMB Cambodia, Purpose Impact Awards in CIMB Vietnam and the EPICC Groovechella in CIMB Philippines, reinforcing EPICC values while fostering employee recognition, expression and cross-team connection.

Group-wide **mental health webinars** delivered by our official partner Naluri, regularly conducted on a range of mental health and well-being topics to support employees across the region.

Delivering on Stakeholder Needs
– Enabling People Through Human Capital

Developing Future-ready Talent and Capabilities

Invest in meaningful career opportunities across ASEAN through regional mobility, structured development pathways and leadership programmes that accelerate growth at every level.

Key Initiatives

We committed **over RM100 million towards learning and development**, ranging from digital fluency to training in AI-enabled tools and emerging workplace technologies, to equip #teamCIMB with the skills and capabilities to lead in a rapidly evolving industry.

We continue to **strengthen CIMB University**, which comprises four business schools and eight specialised academies, including Digital & Data, Sustainability, Islamic Finance and Leadership & Management, to help employees build technical depth and broaden strategic thinking, while **expanding learning pathways and democratising access to development through key digital learning platforms**.

We **strengthened our Digital and Data Academy** to embed digital fluency, data analytics and AI capabilities across the workforce, including a bank-wide Prompt-a-thon programme in collaboration with Microsoft and the introduction of Virtual Reality learning with Gen AI integration in CIMB Niaga.

We launched the **Entry Level Programme (ELP)**, a structured graduate rotation programme across Operations and Digital & Data in CIMB Malaysia, alongside the **CIPTA IT Developer and CIPTA IT Testing Management Programmes in CIMB Niaga**, to build industry-relevant technical skills and accelerate graduates' readiness for digital and technology roles.

As part of our future-ready leadership development efforts, we continue to roll out cohorts of our **Signature Leadership Programme**, delivered in collaboration with world-class institutions such as the International Institute for Management Development (IMD) and Melbourne Business School, to build a future-ready and values-driven leadership bench across the Group.

We launched the **Digital Coaching Programme in 2025**, a six-month virtual initiative connecting senior leaders across the Group with professionally certified coaches for personalised development in leadership, performance, career navigation and well-being.

OUTCOMES

Delivered **2.16 million training hours** across the region, driving business performance and fostering professional and personal growth among #teamCIMB.

16,699 employees trained in **Digital, Data & AI**, representing **52% of the workforce upskilled** group-wide.

Celebrated 10 years of the **CIMB ASEAN Scholarship**, supporting **144 scholars with RM82.4 million in total disbursements**, including **11 scholarships awarded across ASEAN in 2025** to nurture future talent.

Since 2023, **467 talents across the Group** have participated in three **Signature Leadership Programmes** spanning 14 cohorts, strengthening leadership capabilities across multiple levels and markets.

Facilitated over **120 regional mobility** opportunities to enhance career growth.

For more information on our talent development, refer to pages 138 to 143 in the Sustainability Report.

Building a Simpler, Better, Faster Employee Experience

Drive organisational excellence by simplifying processes, enhancing systems and optimising structures so our people can focus on what truly matters.

Key Initiatives

We leveraged technology and innovation to **simplify processes, digitise key employee touchpoints** and **reduce complexity and turnaround times** across the employee lifecycle, enabling faster resolution of people-related matters.

We strengthened core people processes and operational readiness through **simplified compulsory e-learning, more efficient hiring practices** and **enhanced operational support** during peak demand.

We introduced the **Employee Sentiment Survey (ESS)**, a more agile listening tool that captures insights across key people dimensions and informs targeted actions across the Group, reinforcing a culture where voices are heard and valued.

We rolled out the **Navigating My Career (NMC) platform** across all divisions in CIMB Malaysia, simplifying career planning by enabling employees to visualise career pathways, assess their skills and competencies, and access personalised learning recommendations from a comprehensive library of skill-based modules.

We successfully completed the **first season of our SBF Lab**, empowering employees to pitch, prototype and develop innovative ideas that deliver Simpler, Better, Faster (SBF) solutions to business and operational challenges.

OUTCOMES

Enhanced **Group-wide consistency and operational efficiency** through ongoing optimisation of operating models.

Improved turnaround times for key HR services through process optimisation and clearer governance across functions.

Enhanced learning efficiency by **streamlining compulsory e-learning**, saving more than five hours of training time per employee while maintaining learning quality, outcomes and regulatory requirements.

Improved timeliness and accessibility of flood relief support for affected employees by streamlining the application process.

For more information on our initiatives for employees, refer to pages 143 to 148 in the Sustainability Report.

Delivering on Stakeholder Needs
– Enabling People Through Human Capital

2026 TO 2030: ADVANCING A FUTURE-READY WORKFORCE DRIVEN BY OUR PURPOSE

From 2026 to 2030, CIMB enters a new chapter as we step into the Forward30 era, shaped by growth, transformation and a renewed focus on our greatest strength — our people. As a **leading** ASEAN bank, we remain committed to enabling positive transitions for individuals, businesses and the communities we serve across the region.

To support this journey, CIMB is **advancing** its people strategy for 2026 and beyond **through focused investments in future-ready capabilities, a Simpler, Better, Faster employee experience and stronger leadership depth – all anchored on its purpose of Advancing Customers and Society.**

Embedding Purpose at the Core



Strengthening a Purpose-led culture by embedding CIMB's commitment to Advancing Customers and Society into everyday decisions and actions, while reinforcing ownership and accountability and enabling employees to deliver meaningful impact.

Advancing an AI-Enabled Enterprise through a Future-Ready Workforce



Accelerating enterprise-wide AI adoption by equipping employees with structured, role-specific and future-ready capabilities in AI, automation and digital tools — embedding technology fluency into the way work is performed and value is created.

Enabling a Simpler, Better, Faster (SBF) Experience



Reimagining the employee experience through digital innovation, process simplification and enhanced HR delivery across key touchpoints to create a more seamless, responsive and efficient organisation.

Strengthening Leadership Bench Strength



Enhancing leadership depth and succession readiness across all levels through proactive talent identification, structured development pathways and disciplined succession planning to ensure sustained organisational resilience.

These priorities position CIMB to build a purpose-driven, future-ready and resilient organisation for the Forward30 era — ensuring its people remain at the heart of sustainable growth and long-term value creation for customers and society.

Executing Our Forward30 Strategy – FORWARD30: Strategic Moves

Forward30 is our six-year strategic roadmap from 2025 to 2030, designed to position the Group for sustained leadership in ASEAN. It sets out how CIMB will compete and win by optimising capital and resources, leveraging our strong regional footprint and delivering sustainable financial performance that creates long-term shareholder value.

Anchored by our purpose of Advancing Customers and Society, Forward30 places customers at the heart of everything we do. It strengthens our commitment to sustainable practices across the organisation and value chains, while empowering our people to work in simpler, better and faster ways. Together, these shifts enable the delivery of more seamless, accessible and impactful products and services for the customers and communities we serve.

Advancing Customers and Society

People & Culture | **Customers** | **Society & Sustainability**

Strategic moves – the 4Cs

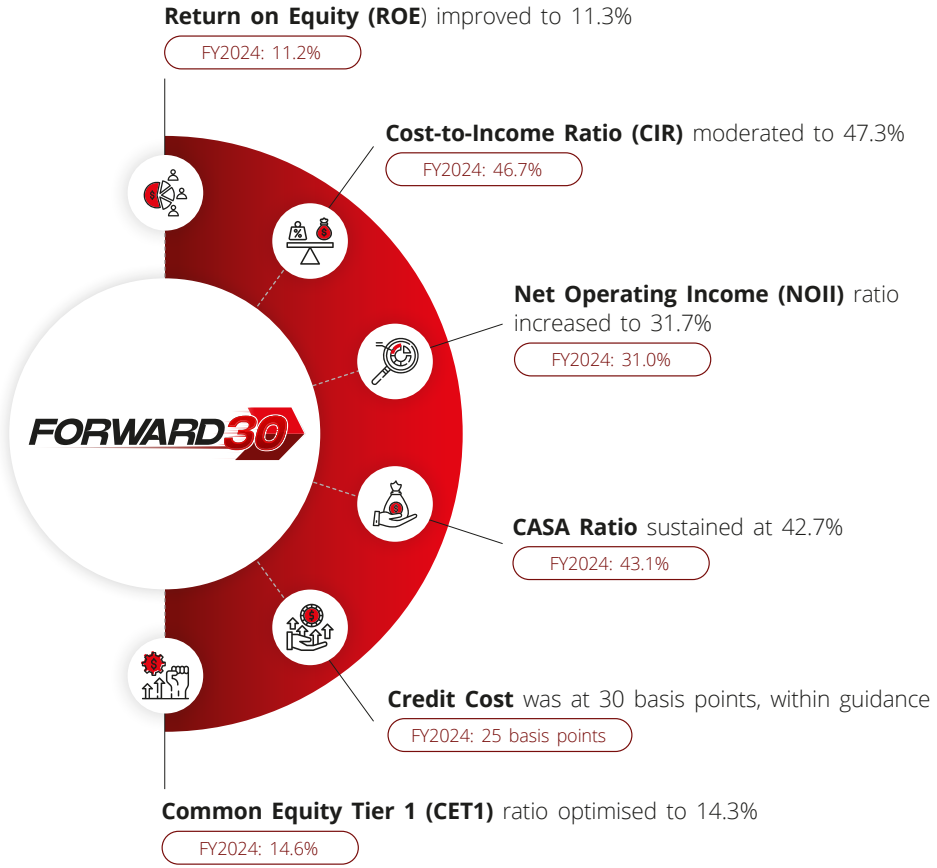
1. **Capital and resources:** Reallocate and optimise
2. **Cash:** Build deposit franchise
3. **Cross-sell:** Increase returns
4. **Capabilities:** Simpler, Better, Faster

Reimagine operating model	Business Process Re-engineering and digital automation	Modernise core banking technology	Data and AI

FORWARD30 IN MOTION: YEAR ONE REVIEW

Year One of Forward30 focused on establishing strong execution discipline, sharpening strategic priorities and laying the foundations for consistent Group-wide performance. The year delivered encouraging progress, with most headline targets on track and showing year-on-year (YoY) improvement. This reflects disciplined execution across the Group and early traction against our strategic priorities.

Key performance indicators demonstrated improved profitability, efficiency and balance sheet resilience.



Executing Our Forward30 Strategy

– FORWARD30: Strategic Moves

CAPITAL AND RESOURCES: REALLOCATE AND OPTIMISE

CIMB actively reallocates its capital and resources to optimise the Group's portfolio mix. This approach prioritises accelerating growth in businesses where we have demonstrated strength, guided by market opportunities, our core endowments and the likelihood of successful execution. Capital is strategically channelled into higher-return segments, with a particular focus on Wholesale Banking, where scale, regional connectivity and client demand continue to support attractive risk-adjusted returns.

Stakeholders' Expectations

Shareholders
Efficient deployment of capital into identified growth segments across the region to enhance return on equity (ROE) and deliver sustained, long-term shareholder returns.

Regulators
Maintaining capital adequacy and liquidity buffers above internal targets and regulatory requirements to support a stable, safe and resilient financial system.

Customers
Ensuring the Group remains well-capitalised to preserve confidence among depositors and customers, while supporting seamless access to banking services.

Progress & Achievements in 2025

Capital Return Plan:
Announced a **RM2 billion capital return plan** to be delivered over the next two years, extending through to end-2027 (subject to regulatory approvals).

Strong Dividends:
RM5.1 billion in dividends declared, inclusive of a special dividend.

55.2% dividend payout ratio
65.0% including special dividend

Healthy Capital Base:
Common Equity Tier 1 ("CET1") ratio **optimised** at **14.3%**

Outlook

Short-Term (2026)
Continued disciplined allocation of capital into higher-return businesses, aligned with market opportunities and execution readiness.

Medium-Term (2027–2028)
Ongoing optimisation of capital deployment alongside the execution of the RM2 billion capital return plan, balancing growth investment with shareholder distributions.

Long-Term (2028–2030)
Optimisation of Group-wide and in-country portfolios to deliver structurally stronger returns on capital, translating into sustained improvements in ROE and long-term shareholder value.

CASH: BUILD DEPOSIT FRANCHISE

CIMB has progressively shifted towards a more customer-centric operating model to strengthen CASA stickiness. This is driven by sharper product propositions across the value chain, purpose-built banking applications and technology, deeper use of data analytics and AI-enabled automation, and the expansion of strategic partnerships and ecosystems. These efforts are most pronounced in payments and transaction-led banking across ASEAN, where scale, frequency and relevance are critical to deepening customer engagement.

Stakeholders' Expectations

Customers
Providing unique value propositions and delivering exceptional customer service and seamless omni-channel experiences.

Shareholders
Optimising cost of funds to improve margins and deliver superior profitability.

Progress & Achievements in 2025

Digital Business Banking Expansion:
Launched CIMB OCTO Biz, the next-generation business banking digital platform, aimed at supporting businesses in scaling efficiently and connecting seamlessly across ASEAN markets.

Recording **5.4% YoY ↑ in deposits** and **5.8% YoY ↑ in CASA** (both on constant currency basis).

Ecosystem & Payments Partnerships:
Expanded deposit product offerings via Touch 'n Go e-wallet, including the launch of a merchant CASA account.

Reached **30+ million users** and over **2 million merchants** across the ecosystem.

Sector & Regional Collaboration:
Deepened ecosystem penetration in healthcare, government and e-commerce sectors in Malaysia and Indonesia.

Entered **strategic collaborations** and **MOUs** with **Malaysian Investment Development Authority (MIDA)**, **Pharmaniaga and Remedi Innovations**

Funding Cost Optimisation:
Cost of funds ↓ by 21 basis points YoY, helping mitigate NIM compression.

Outlook

Short-Term (2026)
Continue advancing a customer-centric operating model while further enhancing digital capabilities.

Medium-Term (2027–2028)
Leverage AI and technology more effectively, while deepening strategic partnerships and ecosystems.

Long-Term (2028–2030)
Build a stronger cash position and CASA balances to manage interest rate and macroeconomic volatility, protect margins and ensure affordable banking services for customers.

Executing Our Forward30 Strategy

– FORWARD30: Strategic Moves

CROSS-SELL: INCREASE RETURNS

CIMB has continued to enhance cross-sell capabilities, particularly in Wealth, Transaction Banking and Wholesale Banking. This enables greater diversification of income and client segments, while mitigating exposure to interest rate volatility.

Stakeholders' Expectations

Customers
Provide more holistic and personalised propositions that suit customers' growing needs throughout their lifecycle.

Shareholders
Greater income diversification to mitigate against interest rate volatility, contributing to consistent profitability.

Employees
Seamless and strategic collaborations across the organisation to deliver holistic and comprehensive services to customers.

Progress & Achievements in 2025

Digital Wealth Expansion:
Expanded digital wealth offerings via CIMB OCTO mobile app across Malaysia, Indonesia and Singapore, driving a **9.2% ↑ in regional Wealth Assets Under Management (AUM)**.

65% ↑ in investment transactions in Malaysia.
40% of unit trust purchases via the app in Singapore.
40% of investment accounts opened digitally in Indonesia.

SME Working Capital Solutions:
Launched AI-enabled, revenue-based working capital financing for SMEs through **FlexiCash (Malaysia)** and **FlexiPay (Singapore)**, supporting business growth and liquidity needs.

4.4% YoY ↑ in commercial loans (constant currency basis).
7.1% YoY ↑ in commercial deposits (constant currency basis).

One-Bank Wholesale Coverage:
Enhanced wholesale banking coverage to deliver a more client-centric **"one-bank" approach across ASEAN**, strengthening cross-sell and regional connectivity.

17.2% YoY ↑ in wholesale profit before tax (PBT).
7.6% YoY ↑ in wholesale deposits.

Fee-Based Income Growth:
Strong cross-sell momentum across products and segments supported a **3.2% YoY ↑** in fees and commissions income.

Outlook

Short-Term (2026)
Deepen client relationships by executing the "one-bank" approach across customer touchpoints.

Medium-Term (2027–2028)
Embed AI and analytics into customer relationship management (CRM) and lead management to enable more personalised, insight-driven engagement.

Long-Term (2028–2030)
Build a more diversified income base and client mix, mitigating interest rate volatility and improving overall profitability to support sustainable shareholder returns.

CAPABILITIES: SIMPLER, BETTER, FASTER

CIMB has embarked on a "Simpler, Better, Faster" (SBF) journey that will equip our people with new operating models and tools, including technology, data and AI, resulting in sustainable value through enhanced productivity, customer experience, market position and operational resilience.

Stakeholders' Expectations

Customers
Deliver simpler, faster and convenient products and services that support customers' financial goals.

Shareholders
Enhance efficiency across the business to optimise cost management and achieve stronger profitability.

Society
Expand access to financial services to promote greater financial inclusion across communities.

Employees
Streamline processes to improve employee experience and enable staff to focus on value-added work.

Progress & Achievements in 2025

Customer-Centric Operating Model:
Enhanced operating models to be more customer-centric and efficient, to drive improved cost discipline and execution, resulting in a **CIR of 47.3%**.

Automation and Digitisation at Scale:
Established the **SBF Lab** to incubate and deploy automation and digital solutions across the Group's key processes.

Executed **30** projects delivering an estimated **RM70 million** ↑ in value.

Data, AI and Cloud Enablement:
Deployed Generative AI and advanced data analytics use cases in Malaysia and Indonesia across priority areas, including call centres, wealth relationship management and collections.

Created **RM600 million** in value from data and AI initiatives.

Process Efficiency and Productivity Gains:
Delivered over 130 robotic process automation (RPA) and AI use cases, achieving **more than 75,000 man-hours saved** and **up to 80% reduction** in processing times.

Operations Transformation:
Launched the **Group Operations Transformation** programme in Malaysia, delivering approximately **10%** ↑ in operational productivity within the first year.

Outlook

Short-Term (2026)
Scale the SBF operating model across all countries, businesses and key enablers.

Medium-Term (2027–2028)
Advance core technology modernisation, including cloud migration.

Long-Term (2028–2030)
Operate as a simpler, more agile and technology-enabled organisation, capable of adapting quickly to market shifts and evolving customer needs.

Executing Our Forward30 Strategy – Integrated Value Scorecard

Through our Integrated Value Scorecard, we show how value has been created, preserved or eroded over the short, medium and long term for our financial capital providers and wider stakeholders. Our key performance indicators (KPIs) provide a clear measure of how effectively we are delivering our Forward30 goals.

Headline KPIs	2023	2024	2025	Year-on-Year Change	2025 Target	2030 Target	Assurance
4Cs – Capital and resources: Reallocate and optimise							
Common Equity Tier 1 Ratio (%)	14.5	14.6	14.3	-0.3	>14	13-14	MO, OV
Tier 1 Ratio (%)	15.1	15.2	14.9	-0.3			MO, OV
Total Capital Ratio (%)	18.2	18.3	18.0	-0.3			MO, OV
Dividend per share (sen)*	43.0	47.0	47.1	0.1			MO, FS
Dividend Payout Ratio (%)**	55.0	55.5	55.2	-0.3			MO, FS
4Cs – Cash: Build deposit franchise							
CASA Ratio (%)	41.2	43.1	42.7	-0.4		45.0	MO, FS
Net Interest Margin (%)	2.22	2.21	2.13	-8 bps			MO, FS
Loan Deposit Ratio (%)	88.6	88.3	86.4	-1.9			MO, FS
Cost of deposits (%)	2.74	2.88	2.67	-21 bps			MO, FS
4Cs – Cross-sell: Increase returns							
NOII Ratio (%)	30.4	31.0	31.7	0.7		33-34	MO, FS
Client franchise contribution to NOII (%)	N/A	66%	67%	1%		75%	MO, FS
4Cs – Capabilities: Simpler, Better, Faster							
Cost to Income Ratio (%)	46.9	46.7	47.3	0.6		Low 40s	MO, FS
Retail Digital Transactions (mil)	944	1,214	1,705	40%			MO
People and Culture							
Gender Pay Ratio	1.00 (male) : 1.01 (female)	1.00 (male) : 1.01 (female)	1.00 (male) : 1.01 (female)	N/A	<5% difference	<5% difference	MO, LA
Female Representation in Senior Leadership Roles (%)	38	42	40	-2	41		MO
Employee Training Hours ('000)	2,959	2,587	2,156	-431			MO

* *2023, 2024 and 2025 include a single-tier special dividend of 7.00 sen per ordinary share in each financial year*

** *2023, 2024 and 2025 exclude special dividend*

Headline KPIs	2023	2024	2025	Year-on-Year Change	2025 Target	2030 Target	Assurance
Customers							
Relative Net Promoter Score (NPS) compared to peers*	Within 69%	Within 72%				Top 3	MO
Retail Banking Application Uptime (%)**	99.74	99.88	99.95	0.07			MO
Non-Retail Banking Application Uptime (%)***	99.95	100	99.97	-0.03			MO
Society and Sustainability							
Green, Social, Sustainable Impact Products and Services (GSSIPS) mobilised (RM bil)	32.2	31.1	39.8	8.7		300*	MO, LA
S&P Global Corporate Sustainability Assessment (percentile)	88th	88th	88th**		Top quartile	Top quartile	MO
Reduction in Scope 1 and Scope 2 GHG Emissions vs 2019 baseline (%)	26.0	35.6	50.0	14.4	45	100	MO, LA[1]
Number of carbon-intensive sectors in line with reference pathways		4 of 6	N/A***			6 of 6	MO
Volunteer Hours Invested Towards Communities (hours)	203,245	216,447	200,150	-16,297	120,000	120,000 annually	MO, LA
Community Investments Disbursed (RM mil)	32.9	28.3	28.7	0.4	RM150 mil from 2021-2025	RM200 mil from 2026-2030	MO, LA

* *2025 results not available due to realignment of methodology*
** *Average of uptime availability in Malaysia, Indonesia, Singapore, Thailand, Cambodia, Vietnam and the Philippines excluding scheduled maintenance*
*** *Average uptime for CIMB OCTO Biz*

* *Cumulative amount from 2021-2030*
** *Based on latest available ranking in 2025*
*** *Results not yet available*
[1] *Limited external assurance on Scope 1, Scope 2 (Market-based) and Scope 2 (Location-based)*

Assurance Indicators:
MO – Management and Board oversight through robust internal reporting
OV – Independent regulatory oversight, including Bank Negara Malaysia (BNM)
FS – Financial information extracted from CIMB Audited Financial Statements 2025
LA – Limited external – External limited assurance conducted on selected sustainability disclosures

GCFSO's Financial Performance Review

2025 was a notable year for CIMB Group as we launched the new ambitious six-year Forward30 strategic programme to drive the Group for its next chapter of growth and innovation. We achieved meaningful progress in our first year of execution despite having to navigate a range of global and regional macroeconomic and geopolitical headwinds to deliver another record net profit of RM7.86 billion or an earnings per share (EPS) of 73.1 sen. It is worth noting that our financial performance would have been better but for the foreign exchange (FX) translation effects arising from the Ringgit's strength in 2025. Nevertheless, we met all the Financial Year 2025 (FY25) targets and achieved an ROE of 11.3%, assets growth of 6.1% on a constant currency basis and a cost-to-income ratio (CIR) of 47.3%. This was via a strong risk management culture, evident from our loan loss charge (LLC) of 30bps and proactive balance sheet management resulting in a commendable Net Interest Margin (NIM) of 2.13%. With the record net profit driving a healthy capital adequacy with Common Equity Tier 1 (CET1) ratio of 14.3%, the Group declared special dividends of RM755 million during the year, as part of its commitment to return up to RM2 billion to shareholders by end-2027. This was on top of the 55.2% dividend payout for 2025, reflecting our focus on capital optimisation while strengthening long-term value creation and meeting our shareholder expectations.



Khairul Rifaie
Group Chief Financial and Strategy Officer

2025 FINANCIAL PERFORMANCE

The 2025 operating backdrop was challenged by high market volatility brought about by the uncertainty of tariff implementation which translated to a continuously evolving macroeconomic environment across the globe. Intensified geopolitical tensions exacerbated the fragile consumer and investor sentiment. There was an easing trajectory of global interest rates which sought to rein in inflation and to spur consumer expenditure. Fortunately, financial markets proved to be relatively resilient in spite of the unpredictable tariff measures, as governments and regulators implemented various accommodative policies to temper concerns and downside risks. Across ASEAN, economic conditions were mixed as some markets benefited from ample liquidity and resilient domestic consumption while others were weighed down by political developments and stagnating economic activity. Our home market Malaysia, was an outperformer in 2025, fueled by a combination of a robust 5.4% GDP growth, a rebound in foreign direct investments, sustained high demand for exports, moderate fiscal easing and healthy domestic demand. This translated to a sharply strengthened Ringgit and intensified capital market activity particularly in the second half of the year. Despite this turbulence, the Group was able to deliver on all strategic priorities promised for 2025 under Forward30, taking greater control of Net Interest Margin (NIM) management, driving stronger non-interest income (NOII) growth, keeping cost well under control and preserving strong asset quality and capital adequacy.

The Group recorded a very respectable 2.7% YoY growth in profit before tax (PBT) to a record RM10.68 billion with a corresponding 1.7% YoY net profit improvement to RM7.86 billion. Management strived to grow operating income via judicious loan and asset growth, whilst proactively managing cost of funds to optimise NIM in the face of sustained competitive dynamics. In addition, we maintained a sharp focus on growing NOII sustainably via client franchise sales revenue and fee income. Operating expenses rose by a reasonable 2.0% across the Group, below general inflation levels, reflecting management's prudent approach whilst maintaining focused investments in technology. Nevertheless, our CIR increased slightly by 60bps to 47.3%, attributed to moderate topline growth for the year that was negatively impacted by the FX translation. Total provisions were lower by 16.6%, driven by higher Corporate recoveries in Malaysia and Indonesia, partially offset by lower overlay writebacks. The Group maintained its conservative risk posture to ensure superior asset quality as reflected by the improved GIL ratio of 1.7% (a material improvement from the 3.3% three years ago), a stable LLC of 30bps and allowance coverage of 103.2%. Capitalisation remains a core focal point with the strengthened balance sheet enabling the Group to sustain a full year dividend payout of 55%, complemented by a special dividend of RM755 million, bringing total dividends declared to a record RM5.09 billion.

The Group's 2025 performance was fully aligned with the Forward30 strategic plan, built on the foundations established by the previous programme which firmly positioned the Group as an ASEAN champion delivering sustainable financial performance and long-term shareholder value. Anchored by our purpose of Advancing Customers and Society, the Group aligned its strategy in four specific pillars: Capital, Cash, Cross-sell and Capabilities, collectively referred to as the 4Cs. Given the varied ROE profile across our key operating markets, the Group aims to be proactive and nimble in deploying capital to identified growth segments with superior Risk Adjusted Return On Capital (RAROC) to maximise returns. Our growth trajectory will be deposit-led, ensuring the right mix and cost of funding to fuel the Group's expansion in assets (including loans), whilst mitigating the impact of interest rate cuts and competitive deposit pricing. We continue to focus on the Wealth segment and deepen cross-sell opportunities by growing client franchise income (within Consumer and Treasury & Markets) and leveraging our regional franchise to scale ASEAN cross-border income. Under the Capabilities pillar, we are adopting the mantra of 'Simpler, Better, Faster' to simplify operational processes, equipping our people with the knowledge and tools, including technology and AI-related proficiencies, to raise productivity, elevate customer experience and reinforce operational resilience.

The following factors drove the financial performance in 2025:

- The Group's revenue rose 0.7% YoY to RM22.47 billion compared to RM22.30 billion in 2024.
- NII declined slightly by 0.3% YoY to RM15.35 billion as the 3.4% growth in interest earning assets was impacted by an 8bps NIM compression to 2.13% from 2.21% in 2024 because of multiple rate cuts across key markets. Whilst Malaysia NIM was unchanged YoY, this was offset by funding cost pressures from other core markets.
- NOII rose 3.1% to RM7.12 billion underpinned by robust Trading and FX income primarily from client franchise sales, as well as higher fee income supported by growth in Singapore bancassurance.
- Operating expenses rose by just 2.0% YoY which was respectable in view of inflationary pressures, due to tactical cost controls. Consequently, the Group's CIR ended the year at 47.3% (+60bps) due to the moderate revenue growth. The Group's pre-provision operating profit (PPOP) was -0.3% YoY.
- ECL on loans, advances and financing increased moderately by 0.9% YoY to RM1.38 billion compared to RM1.37 billion in 2024, attributable to lower overlay writebacks in Malaysia and Indonesia, partially offset by higher Corporate recoveries in Malaysia and Indonesia. Asset quality indicators remained strong as LLC came in at 0.30%, GIL ratio improved to its lowest ever of 1.7% (-40bps YoY) and loan loss coverage of 103.2% remains comfortable.

GCFSO's Financial Performance Review

- Total assets grew 3.1% YoY (or a healthy 6.1% on constant currency basis) driven by higher debt securities at 9.2%. Total gross loans growth was moderate at 0.2% YoY (albeit at +3.1% on a constant currency basis) driven by all markets except Thailand. Consumer Banking loans grew by 2.2%, followed by Commercial Banking at 0.5%, CIMB Digital Assets and Others was flat and Wholesale Banking declined by 3.6%. By geography in local currency terms, Malaysia, Indonesia and Singapore grew by 3.6%, 4.5% and 3.1% YoY, while Thailand loans declined by 7.2% YoY. The below-industry average loan growth across our core markets was deliberate, in line with the Group's disciplined deposit-led approach to RAROC-accretive and profitable growth.
- Group deposits expanded 2.4% YoY buoyed by a 1.6% expansion in CASA as part of our intent to strengthen the deposit franchise and optimise funding cost. Our CASA ratio stood at 42.7% as at end-2025, a shade lower than 43.1% at end-2024. Commercial and Wholesale deposits grew 2.0% and 7.6% respectively, with Consumer Banking declining 1.2% and CIMB Digital Assets and Others falling by 25.5% YoY. Liquidity and funding levels remained robust with the Loan to Deposit Ratio (LDR) at 86.4% as at end Dec-25 and the Liquidity Coverage Ratio staying comfortably above 100% across all banking entities.
- The Group ended the year with CET1 ratio of 14.3% as at end-2025, 30bps lower from 14.6% at end-2024, but comfortably above minimum regulatory requirements and in line with peer benchmarks locally and across core markets. The CET1 ratio was above our target of ≥14.0% for FY25. The Group's dividend payout ratio (excluding special dividends) stood at 55.2% for FY25.

GROWTH DRIVERS

The Group's FY25 financial performance was underpinned by the successful start of the execution of the 4C pillars under the Forward30 programme.

- Having successfully recalibrated the portfolio under the previous strategic programme, the Capital pillar outlines how we allocate capital and resources across segments and countries away from loss-making and less efficient operations towards higher RAROC-accretive businesses. In 2025, we doubled down where we have strong endowments and good market opportunities. This was in Malaysia and Singapore within the Consumer and Wholesale segments where the operating backdrop in these markets in 2025 was relatively more positive and the Group benefits from either scale, market strength or the ASEAN network to generate above-market returns. This brought about a stronger overall performance, where the Malaysia and Singapore PBT grew by 10.6% and 7.5% YoY respectively in FY25. Wholesale Banking delivered a 17.2% YoY PBT improvement. Despite Consumer Banking's earnings being impacted by NIM pressure, FX translation and higher provisions, the underlying loans and NOII trajectory were extremely encouraging. CIMB Niaga delivered 1.1% PBT growth, supported by 4.5% gross loan expansion across all segments. CIMB Thai is undergoing a business recalibration involving structural operating-model changes coupled with a challenging operating environment.
- The Cash pillar saw the Group continue a deposit-led growth strategy that focuses on optimising cost of funds to manage interest rate movements and defend NIMs, allowing for a nimbler asset growth strategy. This included comprehensive liability-management initiatives and a more customer-centric operating model to enhance CASA stickiness, which led to a 21bps YoY decline in the Group's cost of funds over the year and contained the overall NIM compression to just 8bps YoY. Our home market Malaysia's NIM held steady at 1.78%, with improved funding costs mitigating loan yield pressures mainly from the 25bps OPR cut in July. This cushioned the NIM pressure from other key markets impacted by multiple rate cuts. Deposit growth came in at 2.4% YoY in FY25 on the back of a 1.6% YoY CASA expansion across all countries and segments except Wholesale Banking. This supported the CASA ratio remaining resilient at 42.7%, above pre-pandemic levels.
- NOII remains a key growth engine driven by refreshed and enhanced Cross-sell strategies, particularly in the Wealth segment, Wholesale Banking and Transaction Banking. This transpired to a higher NOII/Total Income ratio of 31.7% as at end-2025 (2024: 31.0%). The strategy enabled the diversification of income streams and reduced exposure to interest rate volatility by leveraging the Group's regional ASEAN network. NOII grew 3.1% YoY, and on a constant currency basis, NOII was 6.4% higher YoY, underscored by a 7.2% YoY Treasury client sales revenue growth and client franchise income rising 4.8% YoY.
- We are extremely proud of our cost management in FY25, capping the growth at 2.0% YoY despite inflationary pressures and sustained investment in technology. This compares to the 5.6% growth in FY24 and notably lower than the 4-year cost CAGR of 3.1%. These outcomes were supported by both tactical and strategic productivity initiatives. This included process reengineering, enhancing customer-centric operating models and modernising and automating processes under the "Simpler, Better, Faster" agenda of the Forward30 Capabilities pillar.
- The Group's financial resilience is achieved through prudent and proactive risk management which ensures that our asset quality remained healthy in the face of macroeconomic and geopolitical uncertainty. The underlying domestic and regional asset quality was stable, and the Group benefitted from some Corporate loan recoveries in Malaysia and Indonesia. ECL on loans, advances and financing rose moderately by 0.9% due to lower overlay writebacks. This translated to a LLC of 0.30% (+5bps YoY), well within management's expectations and guidance of 0.25 – 0.35% for the year. The GIL ratio improved by 40bps to a best-ever 1.7%, while allowance coverage remained robust at 103.2%.

Operating Income – Breakdown NII and NOII

(RM 'million)	2025	2024	YoY
Net interest income	15,346	15,397	(0.3%)
Non interest income	7,121	6,904	3.1%
Total	**22,467**	**22,301**	**0.7%**
On constant currency			**4.2%**

CIMB REMAINS OPTIMALLY CAPITALISED

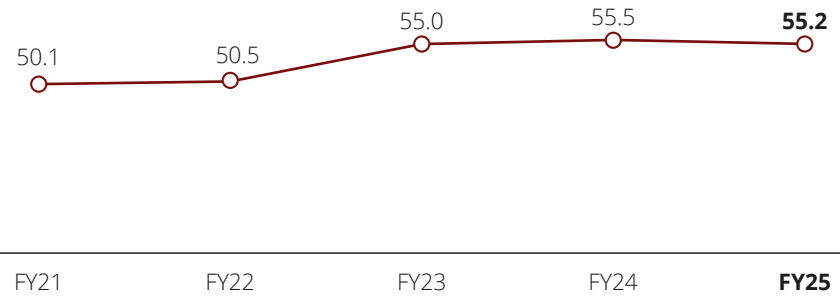
Capital management is amongst the Group's primary focus under Forward30 as the Group aims to strike the right balance between efficiency and adequacy. We ended FY25 with a strong CET1 ratio of 14.3%, reflecting greater optimisation compared to 14.6% as at end-2024. This is very much in line with the Group's intent to maintain an optimised capital position while ensuring that business and operational growth are supported, as well as meeting stakeholder expectations. Following the healthy capital accretion under the previous Forward23+ programme, management has now switched focus towards a growth-driven capital reallocation programme under Forward30. This includes allocating capital to accelerate growth in higher return businesses and jurisdictions with continued emphasis on maximising RAROC. The Group continuously reviews its capital adequacy, taking into account regulatory requirements, peer comparisons across our core markets and evolving stakeholder expectations. The Group's Tier -1 and Total Capital ratios stood at 14.9% and 18.0%, respectively.

This stance will be maintained going forward, where we will prioritise growth acceleration in businesses that provide superior and incremental returns, as well as deprioritise segments that are value destroying, to ultimately drive the Group's ROE ambitions. This will be achieved via: (i) RAROC driven capital deployment, (ii) evaluation of options on optimising capital, (iii) continued prudent liability management and (iv) capital-optimisation initiatives.

SHAREHOLDER RETURNS

For FY25, the Board approved and declared total dividends amounting to RM4.34 billion or 40.10 sen per share distributable to shareholders. This translated to a dividend payout of 55.2% (2024: 55.5%) for 2025. The first interim dividend of 19.75 sen per share was paid in September 2025, while the second interim of 20.35 sen per share is expected to be paid by March 2026, with both interim dividends paid wholly in cash. In November 2025, the Group announced its intention to execute a 2-year capital return of up to RM2 billion to shareholders by end 2027 as part of the Forward30 Capital pillar. The first step of this plan was the execution of a special dividend amounting to RM755 million, or 7.00 sen per share, which was declared and paid in December 2025.

Dividend Payout Ratio
%



Note: Excludes special dividend

GROUP BUSINESS UNIT PERFORMANCE

This section serves as an overview of the performance of the Group's business units. Further details can be obtained from the Business Review section of this report.

– Wholesale Banking recorded a strong performance in FY25 as its PBT improved by 17.2% YoY to RM4.51 billion in 2025 compared to RM3.85 billion in 2024, underpinned by a strong Treasury & Markets showing across the region driven by interest rates and currency volatility, as well as higher writebacks from Corporate recoveries in Malaysia and Indonesia. On the whole, operating income was 1.3% lower YoY due to weaker Corporate and Investment Banking income, while cautious cost management succeeded in lowering operating expenses by 3.6% YoY, leading to an almost flat PPOP growth of +0.1%. Wholesale loans eased 3.6% over the year mainly from Thailand and Singapore, although partially mitigated by a surge in Malaysia loans in 4Q25. On a constant currency basis, Wholesale loan growth was +0.8% YoY. Divisional deposits grew strongly at 7.6% mainly from CASA growth in Malaysia and Indonesia.

GCFSO's Financial Performance Review

- Consumer Banking PBT eased 0.8% YoY to RM2.80 billion versus RM2.83 billion previously largely attributed to NIM pressure across most key markets and higher provisions. While NII was weaker, Consumer NOII expanded by 13.3% attributed to an uptick in fee and other income, while operating expenses declined by 2.3% YoY from strict cost controls, effectively bringing about a steady underlying Consumer PPOP of +0.5% YoY. Provisions were 5.1% higher owing to lower overlay writebacks in Malaysia. Consumer loans expanded 2.2% YoY from all core markets except Thailand, while deposits contracted 1.2% attributed to Singapore.
- Commercial Banking's PBT of RM1.79 billion in 2025 was 13.2% lower compared to RM2.07 billion in 2024. This was attributed to a combination of weaker revenue and higher operating expenses and provisions. Operating income was 1.1% lower YoY mainly due to NIM compression arising from the competitive environment, partially offset by NOII growth underpinned by higher trading income. The increase in operating expenses of 1.3% led to a PPOP decline of 3.4% YoY. Provisions rose due to higher conservative pre-emptive provisioning in Malaysia related to new overlays. Segment gross loan growth was subdued at 0.5% contributed by all core markets except Thailand. Commercial deposits grew 2.0% as all key operating markets drove CASA accumulation.
- CIMB Digital Assets & Group Funding's (CDAGF) topline grew strongly at 14.9% largely from higher Trading & FX income driving strong NOII at Group Funding, coupled with higher NII from the Philippines. However, overall performance saw a PBT decline of 4.9% YoY to RM1.58 billion in 2025 compared to RM1.66 billion in 2024 attributed to significantly higher operating expenses from increased bonus accruals and a rise in provisions mainly from the Philippines. Share of JV and associate rose 252.0% as TNG and TNG Digital extended their profitability as the Group's digital business recorded a 5.8% growth on its annual transacting users to 16.3 million, as well as 11.0% growth in registered users to 32.3 million as at end Dec-25. Go+ investors reached 4.4 million with total assets under management of RM1.5 billion. CIMB Philippines customer base grew 19.5% YoY to 10.4 million, but the deposit book declined 16.0% YoY to RM2.2 billion.

Revenue by Segment

(RM 'million)	2025	2024	YoY
Consumer Banking	9,098	9,201	(1.1%)
Commercial Banking	4,110	4,154	(1.1%)
Wholesale Banking	6,203	6,286	(1.3%)
CIMB Digital Assets & Group Funding	3,056	2,660	14.9%
Total Revenue	**22,467**	**22,301**	**0.7%**

PBT by Segment

(RM 'million)	2025	2024	YoY
Consumer Banking	2,801	2,825	(0.8%)
Commercial Banking	1,793	2,065	(13.2%)
Wholesale Banking	4,510	3,848	17.2%
CIMB Digital Assets & Group Funding	1,576	1,658	(4.9%)
Total PBT	**10,680**	**10,396**	**2.7%**

GROUP PERFORMANCE BY COUNTRY

CIMB Group's Forward30 strategic plan is anchored on its purpose of Advancing Customers and Society and its 4C pillars will drive the Group to leverage its diversified regional proposition whilst maintaining disciplined capital allocation towards jurisdictions and segments with superior RAROC. We have been agile in navigating the varied macroeconomic challenges across our core markets by growing judiciously to protect NIM and to support income growth. The following section provides an overview of the Group's performance by country:

- Malaysia delivered a solid performance in 2025, supported by political stability and a strengthened domestic economy that provided a stable banking and financial sector environment. Topline growth was underpinned by stronger NII as funding cost pressures were alleviated by effective NIM optimisation, while NOII remained broadly stable amid active capital-market activity. The business continued to prioritise development of the CASA franchise under the Group's Cash strategy, alongside deepening our Wealth and Private Banking propositions. Gross loans expanded 3.6% YoY, reflecting sustained momentum across Consumer and Commercial segments. Customer deposits rose 10.4% YoY, supported by a healthy 6.9% increase in CASA. As a result, Malaysia's PBT grew 10.6% YoY, bringing in a higher contribution to Group PBT of 61% compared to 57% in 2024, reinforcing its position as the Group's largest earnings contributor. CIMB Malaysia's 2026 performance is expected to track the nation's positive economic and investment outlook, supported by continued NIM preservation and further strengthening of digital capabilities.
- Indonesia's performance was constrained by macroeconomic uncertainty and domestic political developments which dampened market confidence. Despite a recovery in system liquidity, PBT declined 7.3% YoY to RM2.35 billion, as topline growth was pressured by a 12bps NIM compression to 3.97% following the 125bps cumulative rate cuts during the year and intense price competition particularly within the mortgage segment. NOII growth was driven by stronger Treasury & Markets and higher fees & commission income. Gross loans expanded 4.5% primarily driven by the Corporate and Auto segment, while Mortgages

were broadly flat given the competitive dynamics. Deposits grew 3.8% YoY, underpinned by a strong 10.1% YoY increase in CASA as the bank leveraged its superior digital capabilities across retail and non-retail customers. Moving forward, CIMB Niaga aims to capitalise on expanding the mass affluent, leveraging on its digital leadership and focusing on establishing the Shariah business as a credible and strong number 2 player in Indonesia.

- CIMB Singapore delivered a strong performance in 2025, with PBT rising 7.5% YoY to RM1.47 billion from RM1.37 billion in 2024. The uplift was driven by robust Treasury & Markets income, which helped offset NIM pressure from the sharp decline in the Singapore Overnight Rate Average (SORA). Lower operating expenses and higher overlay writebacks also contributed to the strong performance. Gross loans expanded 3.1% YoY, supported by the Consumer Wealth and SME portfolios. Deposits eased 7.0% YoY as the bank took the initiative to shed higher cost Consumer and Wholesale deposits, while its CASA ratio rose healthily to 56.9% as at end-2025 (2024: 52.6%). CIMB Singapore is positioned to grow its assets strongly as well as entrench itself as the Group's ASEAN Treasury hub, enabling deeper regional connectivity and enhanced client flows.
- CIMB Thai's performance remained challenged in 2025, affected by subdued market conditions from the structural industry constraints and external headwinds. PBT declined 20.3% YoY to RM362 million compared to RM454 million in 2024, primarily due to a weaker operating income arising from a 32bps YoY NIM contraction, a 7.2% decline in gross loans and lower NOII from softer trading income. Provisions increased due to higher impairment in Consumer further weighing on profitability. Nevertheless, the sharply lower operating expenses contributed to a positive PPOP and an improved CIR of 53.3% (2024: 58.7%). CIMB Thai remains a core component of the Group's ASEAN franchise and will continue to play a significant role within the Group's ASEAN network flows. Plans are afoot to reshape and recalibrate its consumer finance business under the Forward30 strategic plan to ensure sustainable profitability.
- Others: Cambodia delivered an improved YoY performance, supported by stronger topline growth. The Group's digital businesses in the Philippines and Vietnam recorded weaker results as higher provisions offset the positive revenue momentum. Under the Forward30 plan, the Group is focused on recalibrating some of its businesses in these other countries in order to ensure it contributes positively to the Group.

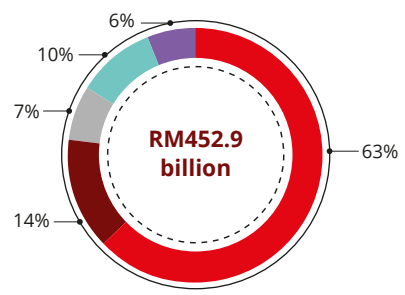
Revenue by Country

(RM 'million)	2025	2024	YoY
Malaysia	12,291	11,807	4.1%
Indonesia	4,865	5,218	(6.8%)
Thailand	1,631	1,766	(7.6%)
Singapore	2,442	2,386	2.3%
Other Countries	1,238	1,124	10.1%
Total Revenue	**22,467**	**22,301**	**0.7%**
On constant currency			**4.2%**

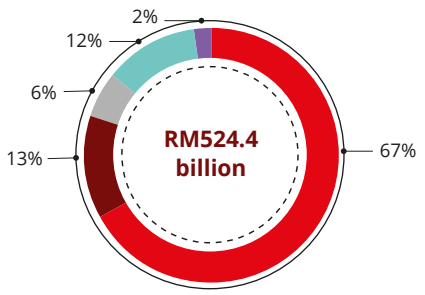
PBT by Country

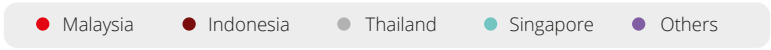
(RM 'million)	2025	2024	YoY
Malaysia	6,552	5,923	10.6%
Indonesia	2,347	2,532	(7.3%)
Thailand	362	454	(20.3%)
Singapore	1,471	1,369	7.5%
Other Countries	(52)	118	(144.1%)
Total PBT	**10,680**	**10,396**	**2.7%**
On constant currency			**6.0%**

Loans by Country as at 31 December 2025



Deposits by Country as at 31 December 2025





GCFSO's Financial Performance Review

NON-FINANCIAL INDICATORS

Non-financial indicators remain important measures in assessing how effectively the Group delivers its strategic priorities. These measures influence how we shape our business strategies, strengthen governance and risk management, steward environmental responsibilities and build the capabilities of our people.

DISCIPLINED INVESTMENT IN INSTITUTIONAL STRENGTH

In 2025, the Group continued to invest with discipline in strengthening the Group's compliance and control infrastructure. We allocated approximately RM15 million to enhance surveillance, detection and regulatory reporting capabilities. This included implementing the Regional e-Surveillance System (ReSS) to expand Treasury trade surveillance and strengthen monitoring of market conduct risks. At the same time, we enhanced Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) monitoring and Suspicious Transaction Reporting (STR) workflows to improve escalation processes and system reliability.

We also strengthened regulatory reporting and automation across the Group, introducing API-based submissions aligned with Bank Negara Malaysia's supervisory requirements. These improvements reinforce the integrity, accuracy and auditability of regulatory reporting while driving greater consistency in compliance processes across our regional operations.

Across the Group, compliance initiatives represent a total cost of ownership of approximately RM190 million, including RM150 million in capital expenditure. While these investments sit within our control environment, they play a strategic role in protecting the Group's resilience. A strong compliance infrastructure enables CIMB to manage evolving regulatory and financial crime risks while sustaining the trust of regulators, investors and customers as we expand across ASEAN.

ADVANCING SUSTAINABLE FINANCE AND RESPONSIBLE STEWARDSHIP

The past year underscored how quickly operating conditions can shift. Economic volatility, geopolitical tensions and climate-related disruptions have continued to test markets and institutions alike. Against this backdrop, CIMB remains firm in its conviction that sustainable development must remain central to our stewardship.

Sustainability priorities are embedded across our strategies and risk frameworks, to manage interconnected environmental, social and governance risks and opportunities.

During the year, we mobilised additional capital towards sustainable and inclusive outcomes, advanced our work on nature and biodiversity and completed our first Human Rights Saliency Assessment, to better understand where our most significant impact may arise. We also published our Nature and Biodiversity Report, the first by a Malaysian bank, which outlines how CIMB integrates global nature-risk guidance into governance, risk management and client engagement. This effort enables the Group to assess its exposures more effectively while supporting clients in identifying their nature-related risks and opportunities, strengthening resilience across portfolios and supply chains.

This year, we aligned our sustainability disclosures with the IFRS S1 and S2 standards, in line with Bursa Malaysia's Main Market Listing Requirements. This initiative, led by the regional Finance, Sustainability and Climate Risk teams, better connects our sustainability disclosures with our financial statements and enhances consistency, comparability and decision-usefulness for our stakeholders. As a key enabler to this, we have embarked on an initiative to improve our data infrastructure, which will improve the quality, reliability and consistency of our sustainability and climate data, as well as enhance reporting efficiency.

ENHANCING CUSTOMER CENTRICITY THROUGH DIGITAL CAPABILITIES

We put our customers at heart of everything we do and CIMB is deeply committed to supporting customers at every stage of their financial journey. Guided by our Forward30 strategy, the Group continues to advance towards a more customer-centric operating model. This includes strengthening our digital capabilities, improving processes and deepening integration with broader ecosystems, to deliver faster and more seamless experiences for customers. All these efforts paid off and yielded positive outcomes. CIMB Malaysia achieved a Net Promoter Score (NPS) score of above 50 and an Overall Customer Satisfaction (CSAT) score of 89%, ranking us number 3 in 2025 from 17 in 2024, as reflected in Bank Negara Malaysia's biennial customer satisfaction survey.

EMPOWERING #TEAMCIMB FOR THE FUTURE

Our workforce, #teamCIMB, remains one of our most vital assets. The Group continues to invest in nurturing a culture that empowers our people to compete, perform and thrive in an evolving financial landscape.

In 2025, our culture journey advanced into a new phase with our purpose of Advancing Customers and Society at its core. Building on the foundation of our EPICC values – Enabling Talent, Passion, Integrity & Accountability, Collaboration, and Customer Centricity – we deepened the connection between who we are, why we do what we do and how we deliver. This alignment ensures that every role within #teamCIMB contributes to meaningful and positive impact for colleagues, customers and communities. We also continued to future-proof employees through upskilling and reskilling initiatives. The Group committed over RM100 million towards learning and development, covering digital fluency, AI-enabled tools and emerging workplace technologies, equipping #teamCIMB with the skills and capabilities to lead in a rapidly evolving industry.

Operating Income, PBT, and Tax by Country (Based on Reported Numbers)

RM '000	2025					2024				
	Revenue	PBT	Current year tax	Taxation paid	Zakat	Revenue	PBT	Current year tax	Taxation paid	Zakat
Malaysia	12,291,342	6,552,144	(1,688,979)	(1,923,348)	(16,200)	11,807,324	5,923,466	(1,640,023)	(1,860,402)	(12,000)
Indonesia	4,864,630	2,346,827	(565,597)	(526,219)	–	5,217,706	2,532,093	(156,649)	(146,049)	–
Thailand	1,630,805	361,533	(7,522)	(14)	–	1,766,066	453,544	1,081	(76,430)	–
Singapore	2442,007	1,471,159	(249,727)	(185,914)	–	2,386,495	1,369,415	(198,193)	(148,254)	–
Other Countries	1,238,628	(51,627)	(49,105)	(38,170)	–	1,123,563	117,409	(35,744)	(34,415)	–
The Group	**22,467,412**	**10,680,036**	**(2,560,930)**	**(2,673,665)**	**(16,200)**	**22,301,154**	**10,395,928**	**(2,029,528)**	**(2,265,550)**	**(12,000)**

Note: *In this section for the purposes of analysis, Malaysia numbers includes some foreign branches and excludes Touch n' Go. Details of the names, jurisdiction and principal activities of all constituent entities within the Group are disclosed in Note 14 (i.e. pages 122 – 128) of the Audited Financial Statements.*

OUTLOOK

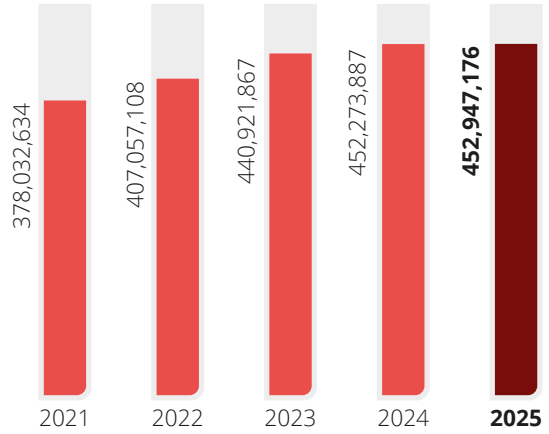
The Group remains cautiously optimistic on the macroeconomic and business outlook for 2026. While ASEAN economies especially Malaysia, are proving to be resilient, we continue to exercise a measured approach given the sustained global uncertainties surrounding tariffs and geopolitics and heightened market volatility. We continue to keep a close watch on these economic risks as we navigate our businesses guided by the Group's Forward30 strategic plan.

The Group will strive toward a stronger core financial performance in 2026, driven by prudent asset growth across all principal markets, proactive NIM management, execution of NOII growth strategies, disciplined credit risk oversight and sustained cost control measures. We will continue to prioritise a deposit-led growth and aim to optimise capital allocation through a disciplined focus on RAROC. We will continue accelerating cross-selling opportunities particularly in wealth management by leveraging our ASEAN network, digital proposition and customer franchise. We are committed to broadening our digital capabilities and strengthening sustainability efforts to foster long-term value creation while maintaining high standards of operational resilience.

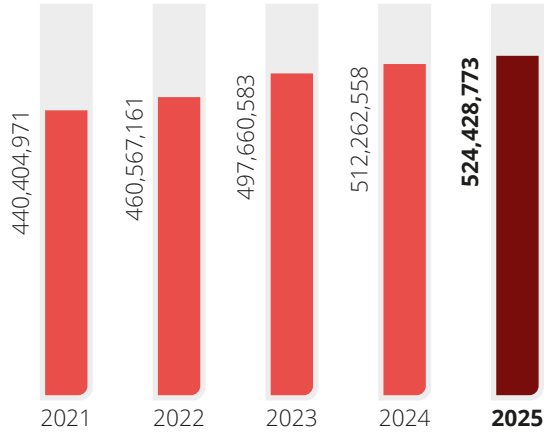
The financial targets for 2026 remains fairly similar to 2025 in line with the expected Ringgit strengthening as we navigate the macro uncertainty amid portfolio recalibration in certain jurisdictions, whilst defending NIMs and asset quality. The 2026 target comprises of an ROE of between 11.0-11.5%, CIR of below 47% and an LLC of between 25-35bps. We expect to grow total assets by 5-7% on a constant currency basis as well as maintain our CET1 ratio at or above 14.0%. We value our shareholders and stakeholders, and will ensure that we navigate 2026 with intense focus and underpinned by our Forward30 strategic plan to generate a commensurate return and value creation.

5-Year Group Financial Highlights

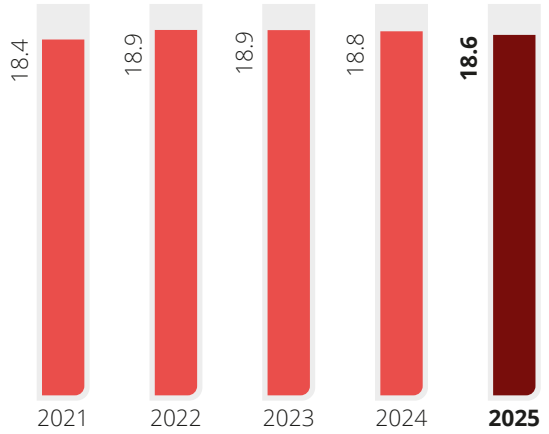
GROSS LOANS, ADVANCES AND FINANCING
(RM'000)



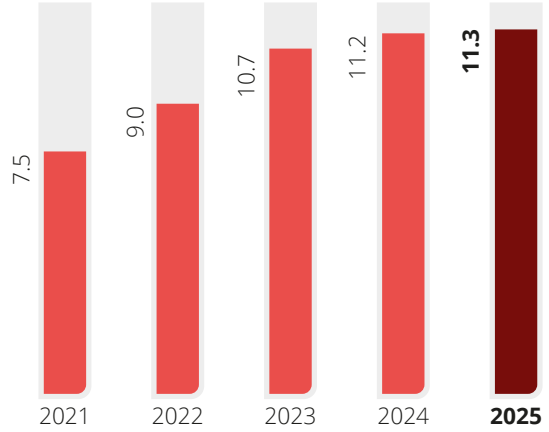
DEPOSITS FROM CUSTOMERS[1]
(RM'000)



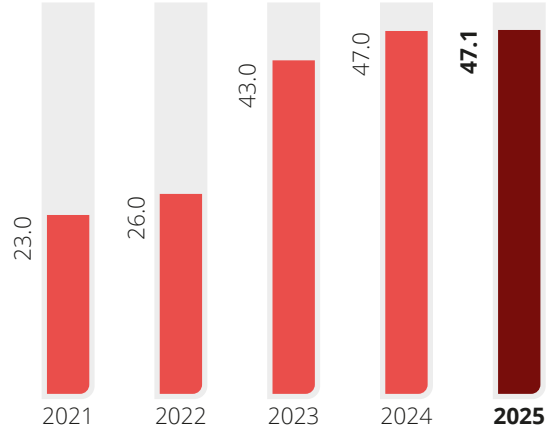
TOTAL CAPITAL RATIO[2]
(%)



ROE
(%)



DIVIDEND PER SHARE[3]
(Sen)



[1] Include investment accounts of customers and structured investments classified as financial liabilities designated at fair value through profit or loss or at cost in other liabilities.

[2] Before deducting proposed dividend.

[3] 2023, 2024 and 2025 includes single-tier special dividend of 7.00 sen per ordinary share in respect of the respective financial year.

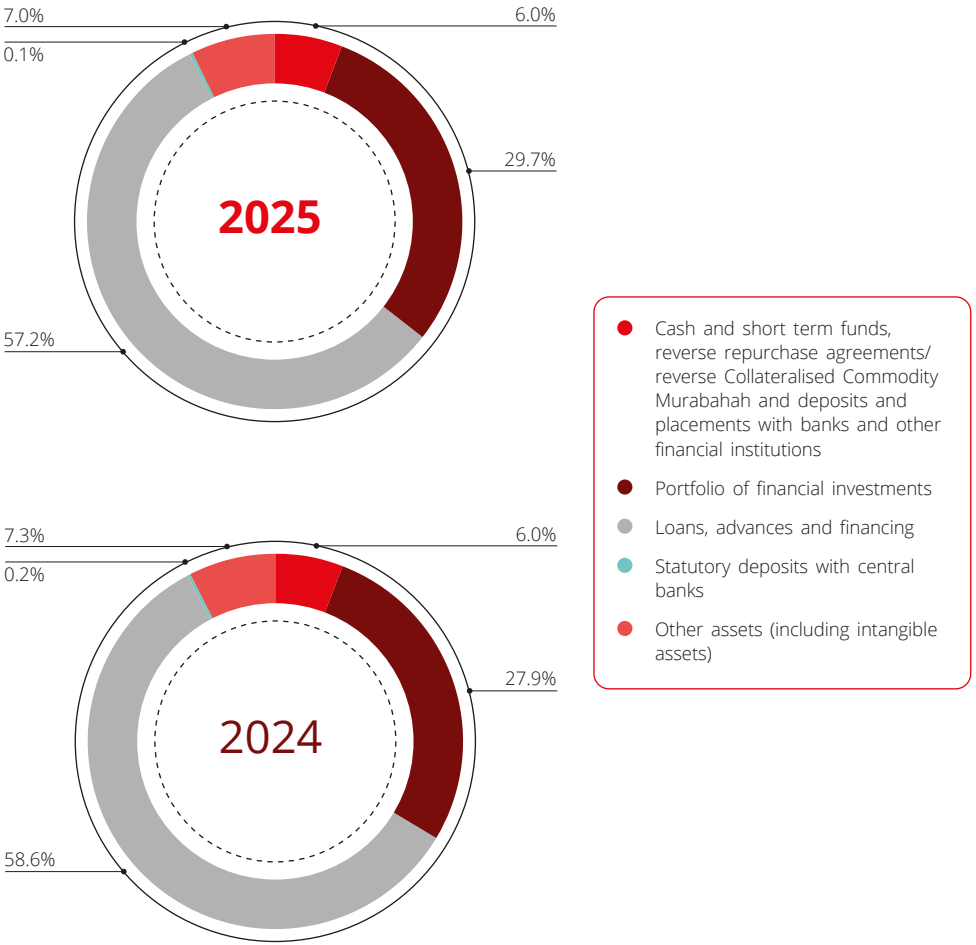
5-Year Group Financial Summary

Key Highlights	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000	2021 RM'000
	Financial Year Ended 31 December				
Consolidated Statement of Income					
Net income	**22,467,412**	22,301,154	21,014,482	19,837,516	19,512,940
Overheads	**10,626,916**	10,420,231	9,865,076	9,345,507	9,418,949
Profit before expected credit losses	**11,840,496**	11,880,923	11,149,406	10,492,009	10,093,991
Expected credit losses on loans, advances and financing	**1,382,329**	1,368,780	1,534,446	1,952,725	2,613,587
Profit before taxation and zakat	**10,680,036**	10,395,928	9,540,731	8,371,010	5,789,478
Net profit for the financial year	**7,859,552**	7,728,049	6,980,962	5,439,863	4,295,334
Consolidated Statement of Financial Position					
Gross loans, advances and financing	**452,947,176**	452,273,887	440,921,867	407,057,108	378,032,634
Total assets	**778,724,390**	755,130,703	733,572,152	666,721,225	621,907,058
Deposits from customers[1]	**524,428,773**	512,262,558	497,660,583	460,567,161	440,404,971
Total liabilities	**706,816,624**	684,291,813	663,733,261	602,937,372	561,798,310
Shareholders' funds	**70,361,115**	69,243,796	68,326,961	62,491,206	58,863,263
Commitments and contingencies	**2,074,517,599**	1,962,939,499	1,662,078,807	1,371,423,297	1,213,155,193
Financial Ratios (%)					
Common equity tier 1 ratio[2]	**14.9**	15.2	15.3	14.9	14.6
Tier 1 ratio[2]	**15.5**	15.8	15.9	15.8	15.5
Total capital ratio[2]	**18.6**	18.8	18.9	18.9	18.4
Return on average equity	**11.3**	11.2	10.7	9.0	7.5
Return on average total assets	**1.02**	1.04	1.00	0.84	0.70
Net interest margin	**2.13**	2.21	2.22	2.51	2.45
Cost to income ratio	**47.3**	46.7	46.9	47.1	48.3
Gross impaired loans to gross loans	**1.7**	2.1	2.7	3.3	3.5
Allowance coverage ratio	**103.2**	105.3	97.0	93.1	100.2
Loan loss charge	**0.30**	0.25	0.32	0.51	0.73
Loan deposit ratio	**86.4**	88.3	88.6	88.4	85.8
Net tangible assets per share (RM)	**5.77**	5.68	5.62	5.09	4.95
Book value per share (RM)	**6.52**	6.45	6.41	5.86	5.76
CASA ratio	**42.7**	43.1	41.2	39.9	42.5
Other Information					
Earnings per share (sen) – basic	**73.1**	72.3	65.5	52.2	42.9
Dividend per share (sen)[5]	**47.1**	47.0	43.0	26.0	23.0
Dividend payout ratio (%)[5]	**65**	65	66	51	50
Number of shares in issue ('000)[3]	**10,790,968**	10,728,902	10,665,102	10,665,102	10,221,452
Weighted average number of shares in issue ('000)	**10,754,212**	10,692,867	10,665,102	10,425,806	10,022,287
Non-Financial Highlights					
Share price at year-end (RM)	**8.25**	8.20	5.85	5.80	5.45
Number of employees[4]	**32,813**	33,512	33,632	32,696	33,265

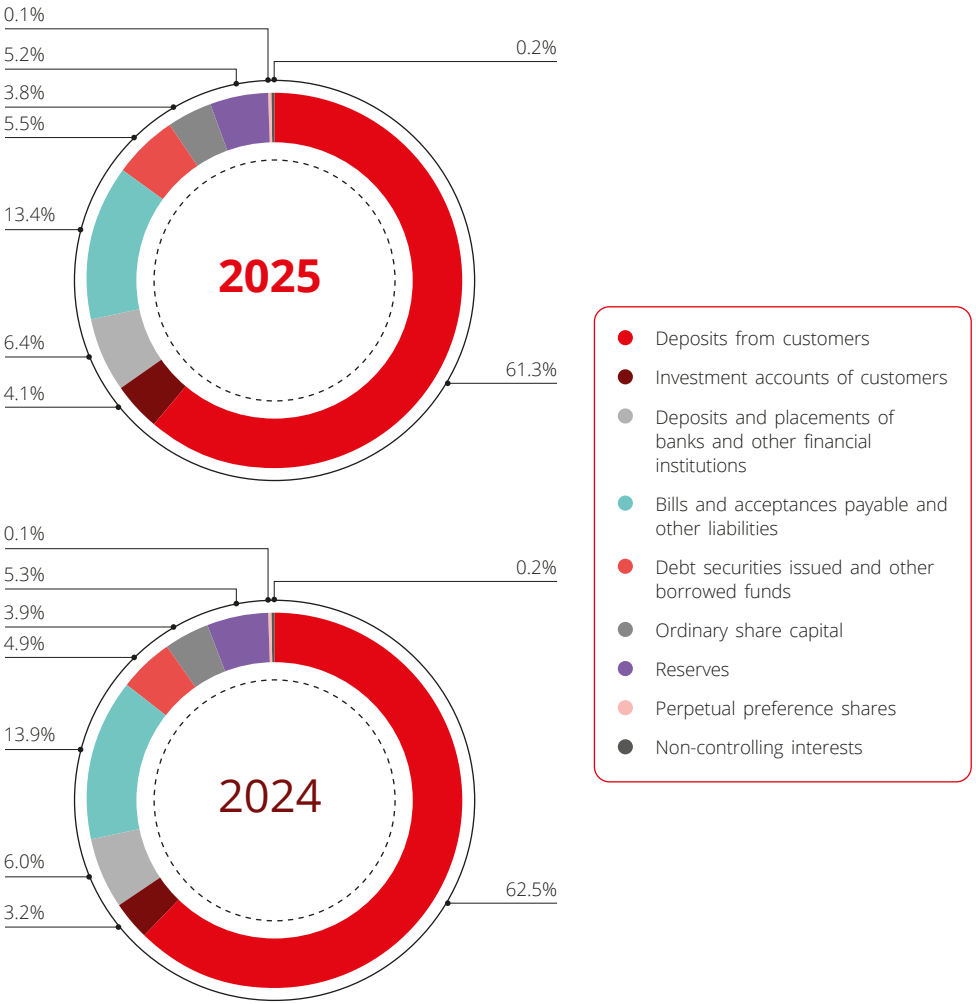
[1] *Include investment accounts of customers and structured investments classified as financial liabilities designated at fair value through profit or loss or at cost in other liabilities.*
[2] *Before deducting proposed dividend.*
[3] *Excludes 4,908 ordinary shares held as treasury shares.*
[4] *Excludes headcount borne by third parties.*
[5] *2023, 2024 and 2025 includes single-tier special dividend of 7.00 sen per ordinary share in respect of the respective financial year.*

Simplified Statements of Financial Position

ASSETS



EQUITY AND LIABILITIES



Quarterly Financial Performance

RM'000	2025 Q1	2025 Q2	2025 Q3	2025 Q4
Net income	**5,499,008**	**5,601,761**	**5,947,714**	**5,418,929**
Net interest income (after modification loss)	**2,816,590**	**2,787,986**	**2,793,136**	**2,865,464**
Net non-interest income and income from Islamic banking operations	**2,682,418**	**2,813,775**	**3,154,578**	**2,553,465**
Overheads	**(2,579,705)**	**(2,551,217)**	**(2,791,484)**	**(2,704,510)**
Profit before taxation and zakat	**2,627,037**	**2,647,592**	**2,842,539**	**2,562,868**
Net profit attributable to owners of the Parent	**1,973,380**	**1,888,742**	**2,077,960**	**1,919,470**
Earnings per share (sen)	**18.39**	**17.57**	**19.32**	**17.80**
Dividend per share (sen)	**–**	**19.75**	**7.00***	**20.35**

* *The dividend per share includes special dividend of 7.00 sen per share.*

RM'000	2024 Q1	2024 Q2	2024 Q3	2024 Q4
Net income	5,628,959	5,602,540	5,741,589	5,328,066
Net interest income (after modification loss)	2,863,490	2,812,840	2,892,691	2,794,830
Net non-interest income and income from Islamic banking operations	2,765,469	2,789,700	2,848,898	2,533,236
Overheads	(2,551,955)	(2,573,400)	(2,670,353)	(2,624,523)
Profit before taxation and zakat	2,573,310	2,729,654	2,730,599	2,362,365
Net profit attributable to owners of the Parent	1,936,352	1,960,957	2,030,363	1,800,377
Earnings per share (sen)	18.16	18.35	18.98	16.78
Dividend per share (sen)	–	27.00*	–	20.00

* *The dividend per share includes special dividend of 7.00 sen per share.*

Key Interest Bearing Assets and Liabilities

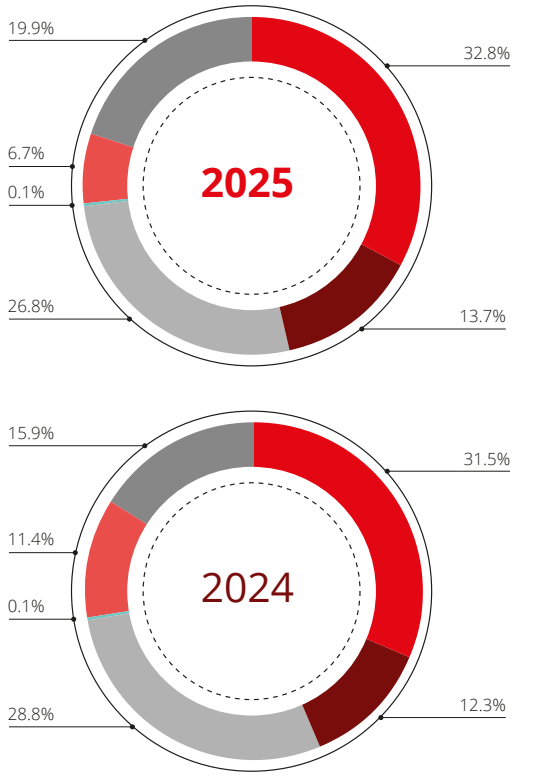
	Financial Year Ended 31 December 2025			Financial Year Ended 31 December 2024		
	As at 31 December RM'million	Effective interest rate %	Interest income/ expense RM'million	As at 31 December RM'million	Effective interest rate %	Interest income/ expense RM'million
Interest earning assets:						
Cash and short-term funds & deposits and placements with banks and other financial institutions	**32,842**	**3.05**	**1,137**	34,776	3.20	1,250
Total securities[1]	**230,158**	**3.64**	**8,240**	210,228	4.01	8,367
Loans, advances and financing	**444,920**	**5.48**	**24,140**	442,163	5.89	25,538
Interest bearing liabilities:						
Total deposits[2]	**578,893**	**2.68**	**15,231**	560,047	3.00	16,494
Bonds, Sukuk, debentures and other borrowings	**30,295**	**4.34**	**1,265**	25,970	5.03	1,273
Subordinated obligations	**12,291**	**4.00**	**486**	11,304	4.11	464

[1] Total securities include financial investments at fair value through profit or loss, debt instruments at fair value through other comprehensive income and debt instruments at amortised cost

[2] Total deposits include deposits from customers, investment accounts of customers, deposits and placements of banks and other financial institutions, financial liabilities designated at fair value through profit and loss and structured deposits

Statement of Value Added and Value Distributed

	2025 RM'000	2024 RM'000
Value Added		
Net interest income (before modification loss)	**11,319,160**	11,366,569
Modification loss	**(55,984)**	(2,718)
Net interest income (after modification loss)	**11,263,176**	11,363,851
Income from Islamic banking operations	**4,958,783**	4,740,585
Net non-interest income	**6,245,453**	6,196,718
Overheads excluding personnel costs, depreciation and amortisation, and payments to community and suppliers/vendors	**(1,935,870)**	(658,023)
Expected credit losses on loans, advances and financing	**(1,382,329)**	(1,368,780)
Expected credit losses written back for commitments and contingencies	**26,163**	243,875
Other expected credit losses and impairment allowances written back/(made)	**102,110**	(378,852)
Share of results of joint ventures	**88,303**	16,555
Share of results of associates	**5,293**	2,207
Value added available for distribution	**19,371,082**	20,158,136
Distribution of Value Added		
To employees:		
Personnel costs	**6,343,661**	6,347,461
To the Government:		
Taxation and zakat	**2,651,606**	2,476,548
To providers of capital:		
Cash dividends paid to shareholders	**5,028,537**	5,611,582
Non-controlling interests	**168,878**	191,331
To the community[1]:		
Community investments	**28,700**	28,300
To the suppliers/vendors[2]:		
Suppliers/Vendors	**1,300,000**	2,300,000
To reinvest to the Group:		
Depreciation and amortisation	**1,018,685**	1,086,447
Retained earnings	**2,831,015**	2,116,467
Value added available for distribution	**19,371,082**	20,158,136



[1] *Community investments include contributions to charities, NGOs and research institutes (unrelated to the organisation's commercial research and development); funds to support community infrastructure, such as recreational facilities; and direct costs of developing and implementing social and environmental programmes, including arts, and educational events – all channelled through CIMB Foundation as well as respective business units. Community investments in 2023, 2022 and 2021 were RM32.9 million, RM34.0 million and RM28.7 million respectively.*

[2] *Suppliers/Vendors include payment made towards products or services or investments in any supplier education or development programmes. Payments made to suppliers/vendors in 2023, 2022 and 2021 were RM2,000.0 million, RM1,700.0 million and RM1,900.0 million respectively.*

Capital Management

OVERVIEW

Capital management at CIMB Group remains focused on maintaining a strong capital position through building an efficient capital structure. The capital position and structure of the Group are designed to meet the requirements for our business and operational growth, as well as expectations of the Group's key stakeholders, i.e. shareholders, customers, regulators, external rating agencies and others. Guided by CIMB Group's Capital Management Policy and Procedure, the objectives of capital management are as follows:

To maintain a strong and efficient capital base for the Group and its entities to (a) meet regulatory capital requirements at all times; (b) realise returns for shareholders through sustainable return on equity and stable dividend payout; and (c) withstand stressed economic and market conditions.

To allocate capital efficiently across the business units and subsidiaries to (a) support the organic growth generation; (b) take advantage of strategic acquisitions and new businesses when opportunities arise; and (c) optimise the return on capital for the Group.

To maintain capital at optimal levels to meet the requirements for our business and operational growth, as well as expectations of other stakeholders of the Group, including rating agencies and customers through (a) Risk Adjusted Return on Capital (RAROC) driven capital deployment; (b) evaluation of options on optimising capital; (c) continued prudent liability management; and (d) capital-optimisation exercises.

The Group and its banking subsidiaries have always maintained a set of internal capital ratios that are above the minimum regulatory capital requirements. The following table shows the relevant capital ratios of each of the regulated banking entities of the Group.

Capital Ratios	Common Equity Tier 1 Capital	Tier 1 Capital	Total Capital
	As at 31 December 2025	As at 31 December 2025	As at 31 December 2025
CIMB Group	14.325%	14.909%	18.034%
CIMB Bank	13.383%	13.783%	17.803%
CIMB Islamic	14.863%	15.350%	18.105%
CIMB Investment Bank Group	69.535%	69.535%	69.535%
CIMB Niaga	23.441%	23.441%	24.542%
CIMB Thai	16.825%	16.825%	21.384%

The Group also monitors the leverage ratio which stood at 7.15% as at the financial year ended 31 December 2025. The leverage ratio is computed by dividing the Tier 1 capital of RM57.13 billion with Total Exposures* of RM798.67 billion. For reference, the leverage ratio for financial year ended 31 December 2024 was 7.16%, based on Tier 1 capital of RM56.39 billion with Total Exposures* of RM787.15 billion.

** Total Exposures computed in line with BNM Basel III Leverage ratio guideline.*

KEY INITIATIVES

Our goal is to continuously maintain a sustainable and robust capital position, whilst optimising its use fully to create shareholders' value. Tools that are employed to achieve this include but are not limited to the following:

(1) RAROC driven capital deployment;

(2) Continued prudent liability management; and

(3) Capital and Risk Weighted Assets (RWA) optimisation initiatives.

Key capital management initiatives that were undertaken during the 2025 calendar year include:

(1) CIMB Group redeemed RM2.5 billion Basel III Tier 2 Subordinated Debt and RM550 million Basel III Additional Tier 1 Capital Securities.

(2) CIMB Group issued RM3.5 billion Basel III Tier 2 Sukuk Wakalah. It also issued RM550 million Basel III Additional Tier 1 Sukuk Wakalah.

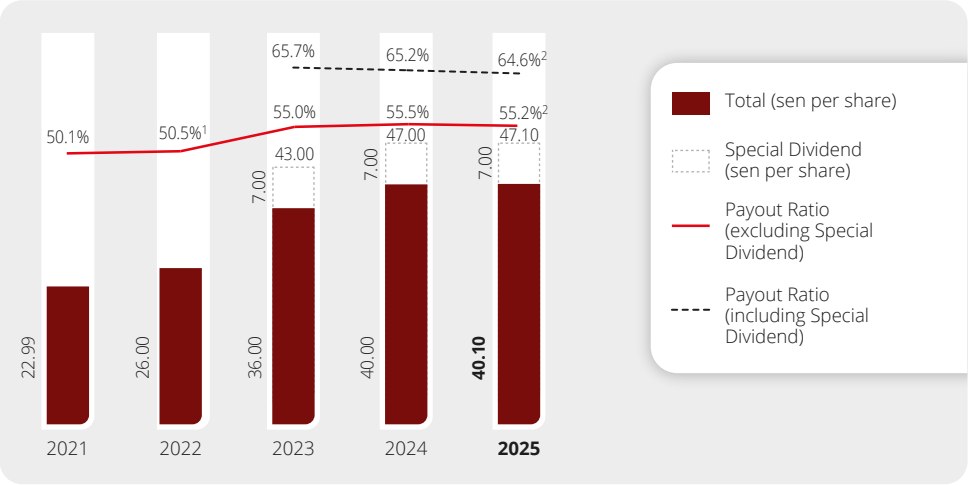


DIVIDEND POLICY

For the financial year ended 31 December 2025, the Board had declared a first interim dividend of 19.75 sen per ordinary share, a second interim dividend of 20.35 sen per ordinary share and a special dividend of 7.00 sen per ordinary share, bringing total FY25 dividend to a record of 47.10 sen per ordinary share totaling to about RM5.08 billion. The dividends declared for the financial year ended 31 December 2025 are all in cash.

DIVIDEND REINVESTMENT SCHEME ("DRS")

The DRS was implemented in 2013 to provide shareholders with an option to reinvest dividends into new ordinary shares of CIMB and at the same time to help preserve the Group's capital. It was first applied to the Group's second interim dividend for the financial year ended 31 December 2012. Since the FY2022 second interim dividend, the Group has not elected to employ DRS as the Group continues its efforts to manage and optimise its capital proactively as well as meet its stakeholders' expectations.



1 *Payout ratio based on BAU PAT excluding exceptional items.*
2 *Payout ratio is based on the issued and paid-up ordinary shares as at 31 December 2025.*

Credit Ratings

CIMB BANK BERHAD

Rating Agency	Rating Date	Rating Classification	Rating Accorded	Outlook
Moody's Investors Service (Moody's)	August 2025	1. Long-term Foreign Currency Bank Deposits Rating	A3	Stable
		2. Short-term Foreign Currency Bank Deposits Rating	P-2	
		3. Long-term Domestic Currency Bank Deposits Rating	A3	
		4. Short-term Domestic Currency Bank Deposits Rating	P-2	
		5. Senior Unsecured Notes	A3	
		6. USD1.0 billion Multi-Currency Euro Medium Term Notes Programme	(P)A3	
		7. USD5.0 billion Euro Medium Term Note Programme (Senior Unsecured/Subordinated)	(P)A3/(P) Baa3	
Standard & Poor's Ratings Services (S&P)	October 2025	1. Long-term Foreign Currency Rating	A-	Stable
		2. Short-term Foreign Currency Rating	A-2	
		3. Long-term Local Currency Rating	A-	
		4. Short-term Local Currency Rating	A-2	
RAM Rating Services Berhad (RAM)	May 2025	1. Long-term Financial Institution Rating	AAA	
		2. Short-term Financial Institution Rating	P1	
		3. Proposed RM10.0 billion Commercial Papers Programme	P1	
		4. RM10.0 billion Tier 2 Basel III Compliant Subordinated Debt Programme a. Issuances on or after 1 January 2016 with non-viability events linked to CIMB Bank Berhad as well as CIMB Group Holdings Berhad and its subsidiaries	AA_2	Stable
		5. RM10.0 billion Additional Tier-1 Capital Securities Programme	A_1	
		6. RM20.0 billion Medium Term Notes Programme	AAA	
		7. RM15 billion Senior Sukuk Wakalah Programme	AAA	
		8. RM15 billion Tier-2 Subordinated Sukuk Wakalah Programme	AA_2	
		9. RM15 billion Additional Tier-1 Sukuk Wakalah Programme	A1	
Malaysian Rating Corporation Berhad (MARC)	May 2025	1. Long-term Financial Institution Rating	AAA	Stable
		2. Short-term Financial Institution Rating	MARC-1	
		3. RM10.0 billion Tier 2 Basel III Subordinated Debt Programme	AA+	

CIMB GROUP HOLDINGS BERHAD

Rating Agency	Rating Date	Rating Classification	Rating Accorded	Outlook
Moody's Investors Service (Moody's)	August 2025	1. Long-term Issuer Rating	Baa1	Stable
		2. Short-term Issuer Rating	P-2	
RAM Rating Services Berhad (RAM)	May 2025	1. Long-term Corporate Credit Rating	AA_1	Stable
		2. Short-term Corporate Credit Rating	P1	
		3. RM6.0 billion Conventional and Islamic Medium-term Notes Programme	AA_1	
		4. RM10.0 billion Additional Tier-1 Capital Securities Programme	A_1	
		5. RM15 billion Senior Sukuk Wakalah Programme	AA_1	
		6. RM15 billion Tier-2 Subordinated Sukuk Wakalah Programme	AA_2	
		7. RM15 billion Additional Tier-1 Sukuk Wakalah Programme	A_1	
		8. RM3 billion Conventional Commercial Papers Programme	P1	
Malaysian Rating Corporation Berhad (MARC)	May 2025	1. Long-term Corporate Credit Rating	AA+	Stable
		2. Short-term Corporate Credit Rating	MARC-1	
		3. RM10.0 billion Tier 2 Basel III Compliant Subordinated Debt Programme	AA	

CIMB INVESTMENT BANK

Rating Agency	Rating Date	Rating Classification	Rating Accorded	Outlook
Moody's Investors Service (Moody's)	August 2025	1. Long-term Issuer Rating	A3	Stable
		2. Short-term Issuer Rating	P-2	
RAM Rating Services Berhad (RAM)	May 2025	1. Long-term Financial Institution Rating	AAA	Stable
		2. Short-term Financial Institution Rating	P1	

Credit Ratings

CIMB ISLAMIC BANK

Rating Agency	Rating Date	Rating Classification	Rating Accorded	Outlook
Moody's Investors Service (Moody's)	August 2025	1. Long-term Foreign Currency Bank Deposits Rating	A3	Stable
		2. Short-term Foreign Currency Bank Deposits Rating	P-2	
		3. Long-term Domestic Currency Bank Deposits Rating	A3	
		4. Short-term Domestic Currency Bank Deposits Rating	P-2	
RAM Rating Services Berhad (RAM)	May 2025	1. Long-term Financial Institution Rating	AAA	Stable
		2. Short-term Financial Institution Rating	P1	
		3. RM10.0 billion Sukuk Wakalah Programme	AAA	
		4. Proposed RM10.0 billion Islamic Commercial Papers Programme	P1	
Malaysian Rating Corporation Berhad (MARC)	May 2025	1. Long-term Financial Institution Rating	AAA	Stable
		2. Short-term Financial Institution Rating	MARC-1	
		3. RM5.0 billion Tier 2 Junior Sukuk Programme	$AA+_{IS}$	
		4. RM10.0 billlion senior Sukuk Wakalah Programme	AAA_{IS}	

CIMB THAI

Rating Agency	Rating Date	Rating Classification	Rating Accorded	Outlook
Moody's Investors Service (Moody's)	April 2025	1. Long-term Issuer Rating	Baa1	Stable
		2. Long-term Foreign Currency Bank Deposits Rating	Baa1	
		3. Short-term Foreign Currency Bank Deposits Rating	P-2	
		4. Long-term Domestic Currency Bank Deposits Rating	Baa1	
		5. Short-term Domestic Currency Bank Deposits Rating	P-2	
RAM Rating Services Berhad (RAM)	August 2025	1. Long-term Financial Institution Rating	AA_2	Stable
		2. Short-term Financial Institution Rating	P1	
		3. RM2.0 billion Tier 2 Subordinated Debt Programme	AA_3	
Fitch Ratings	August 2025	1. Long-term National Rating	AA(tha)	Stable
		2. Short-term National Rating	F1+(tha)	
		3. Long-term Rating on Subordinated Lower Tier 2	AA(tha)	
		4. Short-term Rating for Short-term Debt	F1+(tha)	

CIMB NIAGA

Rating Agency	Rating Date	Rating Classification	Rating Accorded	Outlook
Moody's Investors Service (Moody's)	November 2025	1. Counterparty Risk Rating	A3/P-2	Stable
		2. Bank Deposits	Baa1/P-2	
		3. Baseline Credit Assessment	baa3	
		4. Adjusted Baseline Credit Assessment	baa1	
		5. Counterparty Risk Assessment	A3(cr)/ P-2(cr)	
		6. Issuer Rating	Baa1	
Pefindo	September 2025	1. Corporate Rating	idAAA	Stable
		2. Shelf Registration Bond	idAAA	
		3. Subordinated Bond	idAA	

Balance Sheet Management

The Balance Sheet Management team at CIMB plays a pivotal role in optimising the structural funding and liquidity profile of the Group's Banking book, which includes generating balance sheet strategies and providing guidance to business units on sustainable value creation for the Group. The team upholds a robust and responsive Funds Transfer Pricing (FTP) framework, which is governed by the Group Asset Liability Committee (GALCO). The FTP mechanism is reviewed and calibrated based on best market practices and various regulatory principles while taking into consideration balance sheet strategies as approved by the Management and the Board of Directors.

FTP FRAMEWORK AND LIQUIDITY FUNDING MANAGEMENT

The FTP framework promotes an efficient Group-wide allocation of funding costs and benefits to the business units by considering interest rate and liquidity positions as well as regulatory compliance cost of the Group. The FTP framework ensures that funding costs and benefits are allocated efficiently across business units, enabling optimal pricing decisions and strategic balance sheet positioning. Integration of these components into the FTP framework aligns lending and deposit pricing strategies with the Group's risk appetite. In ensuring a resilient funding structure, the Group continues to focus on attracting stable retail deposits to provide sustainable funding for long-term retail and SME credit that are beneficial to the economic livelihood of the society. The Group regularly strengthens its liquidity management approach by implementing enhanced stress-testing frameworks and aligning deposit composition strategies with regulatory expectations. The team remains cautious of external uncertainties and maintains pricing discipline, while driving business unit performance in alignment with the Group's overall funding and liquidity strategy.

COMPLIANCE WITH REGULATORY STANDARDS

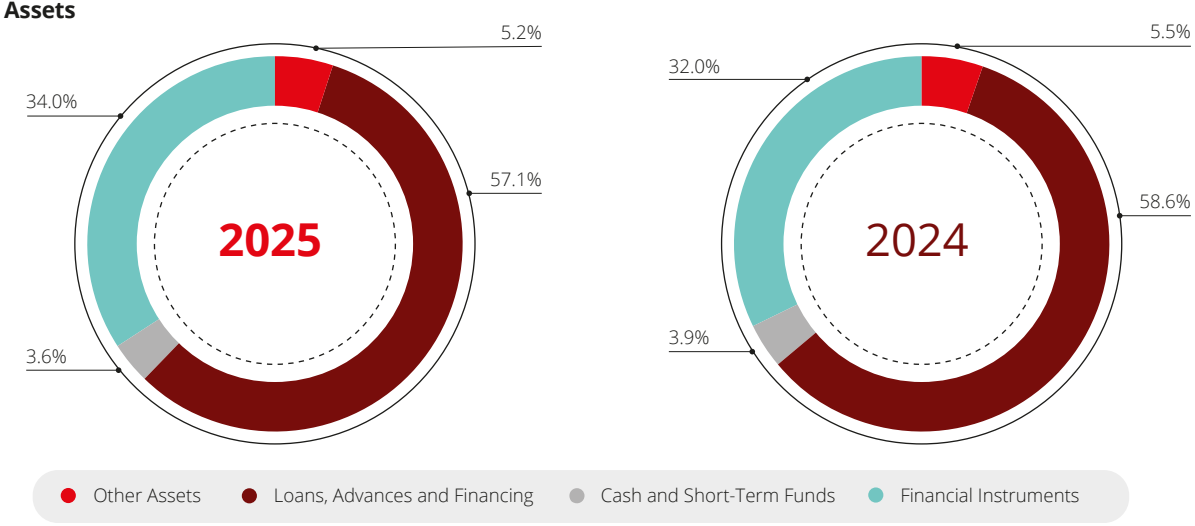
The Group maintains a robust liquidity profile to comply with internal measures that adhere to the best market practices as guided by the Basel Standards. The Group observes Basel III Liquidity Framework, namely the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). Whilst LCR is focused on ensuring a sufficient buffer of high-quality liquid assets (HQLA) to survive a significant stress scenario lasting 30 calendar days, NSFR enhances long-term financial stability by promoting stable funding sources.

REFERENCE RATE FRAMEWORK AND RECENT POLICY UPDATES

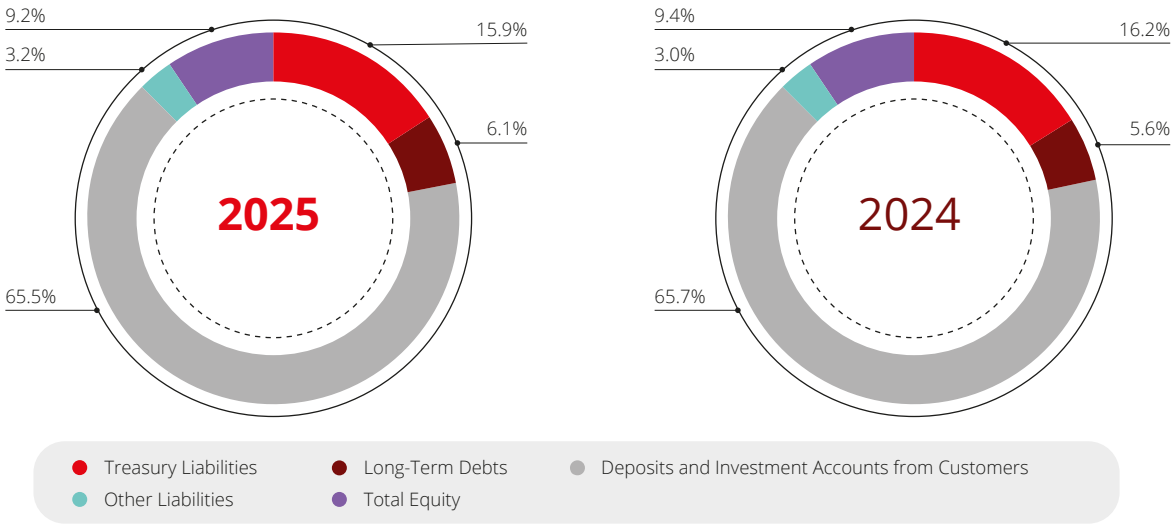
The Balance Sheet Management team remains responsible for overseeing the implementation of Standardised Base Rate (SBR). Introduced by Bank Negara Malaysia (BNM) in August 2022, SBR replaced the previous Base Rate (BR) system and presently serves as the benchmark for the new and refinanced floating-rate retail loans and financing. The SBR is directly linked to the Overnight Policy Rate (OPR) set by BNM, which further enhances pricing transparency with this standardised benchmark. In the event of OPR change, all existing Base Rate (BR) and Base Lending Rate (BLR)/Base Financing Rate (BFR) loans will move exactly in tandem with the SBR.

BALANCE SHEET COMPOSITION

Assets



Liabilities and Equity



The loans, advances and financing of the Group's assets is funded from a funding mix comprising of customer deposits and investment accounts alongside stable long-term borrowings such as senior funding, subordinated obligations, as well as securitised assets through asset-backed transactions. The composition of our core source of funding, deposits and investment accounts from customers has reduced by 0.2% in FY25 despite strong growth in CASA and Term Deposit YoY due to increased long-term debts for funding diversification. Loans, advances, and financing grew by 1.0% in FY25.

LIQUIDITY METRICS

The Group monitors and reports LCR and NSFR based on the BNM LCR and NSFR Policy Document dated 25 August 2016 and 31 July 2019 respectively. The Group is committed to enhancing its deposit franchise and improving the retention of sticky deposits, whilst maintaining a sustainable liquidity buffer to support asset growth. As part of its ordinary course of business, the Group maintains the LCR and NSFR above the regulatory requirements. The Group also observes its level of liquidity using indicators such as loans-to-funding (LTF) which includes debt issuances in addition to deposits and loan-to-fund-and-equity (LTFE) which expands the measure with the inclusion of equity. The measure for LTF and LTFE for the Group as at 31 December 2025 remains healthy at 80% and 71% respectively.

Investor Relations

2025 turned out to be quite the rollercoaster ride as we started the year with an almost all-time high share price before the significant headwinds from the macroeconomic and geopolitical uncertainties brought about significant turmoil in global equity, fixed income and commodity markets. Both domestic and regional economies saw persistent interest rate cuts over the year, which required financial institutions to actively manage profitability, while the strengthened Ringgit was an added impediment to our translated foreign earnings. Despite these tumultuous external challenges, CIMB Group achieved a resilient FY25 financial performance, meeting all the set targets while making solid progress in the first year of the Forward30 strategy, a testament of management's strategic and operational agility. Coupled with a first-in-Malaysia capital management return plan, the investment community fully embraced the Group's strategic focus and this was reflected in the sharp rebound in the share price to end 2025 at close to an all-time high, outperforming the FBMKLCI and KLFIN Index for the year.

The Group strives for a best-of-class Investor Relations function with the full support of Senior Management and the Board. We believe that consistent long-term clear, disciplined and transparent communication builds trust, bolsters investor confidence and ultimately long-term value creation. CIMB ensures that external stakeholders are kept appropriately informed of material developments through structured and timely disclosures covering financial and non-financial matters, key business and market events, country-specific happenings, and guidance on the Group's financial performance. Multiple avenues are utilised from emails and phone calls to physical and virtual meetings, domestic and international roadshows and investor conferences, as well as periodic Investor Days.

The Investor Relations team was kept busy with a slew of internal and external developments which had to be digested, and its impact communicated succinctly to the investment community. 2025 global macroeconomic growth remained broadly mixed over the year, reflecting the impact of geopolitical and trade uncertainties triggered by the tariffs introduced on Liberation Day. Despite the global market sell-off in the initial aftermath, financial markets proved to be relatively resilient, supported by easing inflation pressure and accommodative monetary policies. This in turn fuelled the financial and capital markets with exceedingly active trading volumes and fluctuations, which had a positive knock-on effect on the Group's Treasury & Markets business. Our core ASEAN markets experienced sustained growth underpinned by ample liquidity and greater political stability particularly in Malaysia, which supported steady domestic consumption and buoyed regional trade flows – benefiting the Consumer and Wholesale Banking segments.

Above all, financial performance and its underlying drivers remained the primary points of interest for investors. The Investor Relations team continues to facilitate timely, transparent and equitable communication of information and data. This is along with the active communication by Senior Management on the Group's strategy and performance across businesses and geographies. Undoubtedly, the Forward30 strategy was the key focal area in 2025 as investors sought clarity on the four strategic pillars (4Cs), differentiating factors as well as how the medium- and long-term financial targets will be met. In parallel, discussions were also directed towards deposit pricing competition across core markets and its impact on net interest margin (NIM) management. This led to the elaboration of the Group's deposit-led growth strategy to manage cost of funds and overall profitability. Additional areas of focus included: i) Updates on turnaround efforts at CIMB Thai; ii) Capital management initiatives and the potential implications of Basel-related regulatory changes on CET1 ratio and dividend payout policy; iii) Asset quality trends and balance sheet resilience; iv) The operating environment in Indonesia and CIMB Niaga's competitive positioning. These insights and perspectives were discussed in an open and unbiased approach by Management and the Investor Relations team with all external stakeholders.

Investors were also kept up-to-date with the Group's leadership changes in 2025. Wut Thanittiraporn was appointed President and Chief Executive Officer of CIMB Thai Bank in April 2025. As part of the Forward30 strategy, CIMB Thai now forms part of the Group's Growth Markets. Haniz Nazlan was appointed CEO of Group Consumer Banking, while the Group CFO Khairul Rifaie's role was expanded to Group Chief Financial and Strategy Officer (GCFSO). Subsequently, the Group also appointed Datuk Syed Zaid Albar as Group Chairman and Independent Non-Executive Director, succeeding Tan Sri Mohd Nasir Ahmad upon his retirement in July 2025.

SIGNIFICANT EVENTS:

Date	Event	
17 January 2025	CIMB Group announces key leadership changes: – Appointment of Haniz Nazlan as CEO of Group Consumer Banking – Appointment of Gurdip Singh Sidhu to oversee CIMB's digital businesses – Expansion of role for Khairul Rifaie as Group Chief Strategy Officer (GCSO) – Appointment of Victor Lee Meng Teck as CEO of Growth Markets for CIMB Singapore and Cambodia	Bursa Announcement
5 March 2025	CIMB Group launches Forward30 six-year strategic plan	News
18 April 2025	CIMB Group appoints Wut Thanittiraporn as President and CEO of CIMB Thai Bank	Bursa Announcement
16 June 2025	CIMB Group announced the appointment of Datuk Syed Zaid Albar as Group Chairman effective 20 July 2025	Bursa Announcement
19 July 2025	Tan Sri Mohd Nasir Ahmad retires as CIMB Group Chairman	Bursa Announcement
9 September 2025	CIMB Group announces leadership transition in Singapore	Bursa Announcement
24 September 2025	MSCI upgrades CIMB's ESG rating to 'AAA' from 'AA'	News
31 October 2025	CIMB Bank issues RMB3.0 billion 3-year Panda Bond in the China Interbank Bond Market, the largest single tranche issuance by a Malaysia institution and second largest from an ASEAN issuer	News
28 November 2025	CIMB Group announced intention to return up to RM2 billion of capital to shareholders by end-2027	News
18 December 2025	CIMB Group announces commitment to develop tokenised financial services; Commits to tokenised Sukuk issuance pilot project	News

As part of the Group's funding initiatives, CIMB Bank successfully completed its inaugural RMB3.0 billion, three-year Panda Bond issuance in the China Interbank Bond Market. This landmark transaction was the largest single-tranche Panda Bond issuance by a Malaysian institution to date, the second-largest by an ASEAN issuer, and achieved the lowest coupon rate ever recorded for an ASEAN issuer. The issuance was comfortably oversubscribed with strong demand from on-shore Chinese fixed income investors, reinforcing CIMB's strength and strategic role as a key conduit between China and ASEAN, advancing financial connectivity while supporting cross-border investment and trade.

Other operational developments which piqued investor interest included the launch of CIMB OCTO Biz which seeks to enhance business enablement, scalability and connectivity across ASEAN. Anchored in the Group's digital-first strategy, the platform offers streamlined onboarding, real-time insights and cross-border functionality to support sole proprietors, SMEs and corporate clients. Additionally, the Group's commitment to tokenised financial services attracted significant attention. Covering tokenised assets, settlement and next-generation payment rails, this initiative is wholly in line with CIMB's Forward30 focus on ensuring future-ready financial infrastructure and supports the country's agenda to expand tokenisation across the financial ecosystem.

Sustainability remained at the forefront of the Group's overall strategy, supporting our ambition to maintain leadership in this segment. We are extremely proud to have received the upgraded rating by MSCI ESG to AAA from AA previously, a recognition of our improved practices and disclosures. Besides that, CIMB also ranked first globally among financial institutions in the 2025 Financial System Benchmark by the World Benchmarking Alliance (WBA). Beyond external recognition, we remain focused on enabling customers through the transition to a more sustainable economy by targeting to mobilise RM300 billion in sustainable finance by 2030.

Investor Relations

It is worth reiterating that Investor Relations plays a critical role in ensuring that queries and concerns from the investment community are addressed as promptly and comprehensively as possible. In the present environment where news, information and even rumours are disseminated in an instant, being in the know and having proactive anticipation is increasingly critical to meet the ever-evolving needs of the investment community. As such, we actively maintain multiple channels for external stakeholders to connect with CIMB Group's Senior Management, either via one-on-one meetings, virtual calls, non-deal roadshows (NDR) or participation in investor conferences.

Direct investor engagements were predominantly led by the Group CFSO Khairul Rifaie, as well as the Group CEO Novan Amirudin. The Investor Relations team manages all investor communications and information and data on a daily basis. Other members of Senior Management are involved in Investor Relations activities as and when required, including Lani Darmawan (President Director and CEO of CIMB Niaga), Lee Kai Kwong (CFO CIMB Niaga), Gurdip Singh Sidhu (CEO, CIMB Bank), Chu Kok Wei (CEO, Group Wholesale Banking) and Luanne Sieh (Group Chief Sustainability Officer).

The Group convened an Investor Day in March 2025 to announce and introduce the Forward30 strategic programme to the investment community. The six-year roadmap is aimed at accelerating sustainable growth, future-proofing the organisation and reinforcing our core purpose of Advancing Customers and Society. The event was led by the Group CEO, together with other members of Senior Management including the Group CFSO and was conducted in a hybrid format that enabled strong participation from both domestic and regional sell- and buy-side investors and analysts. The investment community was provided with a comprehensive insight into the thought process and long-term objectives of the strategy, which is anchored on four key strategic growth levers or the 4Cs, namely: i) Capital: Optimisation and reallocation of capital to strengthen the overall portfolio; ii) Cash: Build a leading deposit franchise to reduce cost of funds by 10-20 bps by 2030; iii) Cross-sell: Unlock value through the "one-bank" approach to offer all clients integrated financial solutions to diversify income streams; iv) Capabilities: Deliver best-in-class services and propositions by embracing the "Simpler, Better, Faster" approach to increase productivity and efficiency. These initiatives will support the Group towards its 2030 financial and non-financial targets, including top quartile ROE among regional peers, CASA ratio of 45%, NOII/Total income ratio of between 33%-34%; CIR in the low 40s% and achieving a Top 3 in Net Promoter Score (NPS).



Forward30 Investor Day: CIMB Group Senior Management presenting and taking questions from the investment community

ANALYST BRIEFINGS

The Group continued to conduct its quarterly financial results briefings for analysts and investors during the year, reflecting continuity and sustainability of its engagement efforts. The 2025 analyst and investor briefings were held virtually via Microsoft Teams and garnered strong participation from both local and international stakeholders. These briefings are spearheaded by the Group CEO and Group CFSO and serve as a key platform for Senior Management to provide detailed analysis of the Group's financial performance, updates on strategic priorities and internal & external developments, as well as views and opinions on the outlook and operating environment.

In line with Bursa Malaysia's disclosure requirements and best practices on investor communications, the Investor Relations team ensures the maintenance of timely, transparent and equitable dissemination of material information. All quarterly financial statements and press releases are announced promptly on Bursa Malaysia within the prescribed timelines, ensuring fair access to information for all shareholders and the investing public. In conjunction with each announcement, relevant supporting materials including the quarterly analyst presentations are immediately distributed to internal and external stakeholders and uploaded to the Group's Investor Relations website. Recordings of the briefings are subsequently uploaded to the corporate website to enhance accessibility and ensure consistent information dissemination across all interested stakeholders.

The Group also conducts press conferences for the half-year and full-year financial results. Members of the media are given the opportunity to raise questions on financial, non-financial and operational matters, reinforcing the Group's commitment to openness, accountability and effective engagement with all stakeholders.



The Group CEO and CFSO at the FY25 financial results press conference

ANNOUNCEMENT OF FINANCIAL RESULTS:

Date	Event	Type of Meeting
30 May 2025	CIMB Group 1Q25 Results	Conference Call
29 August 2025	CIMB Group 2Q25 Results	Conference Call
28 November 2025	CIMB Group 3Q25 Results	Conference Call
27 February 2026	CIMB Group 4Q25 Results	Conference Call

AGM/EGM

The Annual General Meeting (AGM) is the annual highlight for all corporations. The Group takes AGMs seriously given our strong emphasis on transparency and shareholder engagement. The 68th AGM was conducted on a hybrid basis on 29 April 2025 at the Sime Darby Convention Centre, marking a return to physical attendance following several years of fully virtual meetings. The hybrid format allowed for wider and more inclusive participation from both local and international shareholders including those who are unable to attend physically, providing greater opportunity for them to engage, seek clarification and air their opinions directly with the CIMB Group Board of Directors.

The 68th AGM marked the Group CEO, Novan Amirudin's first address to shareholders, where he acknowledged the previous CEO's successful delivery and conclusion of the Forward23+ strategic programme. He then outlined the strategic thinking and direction for Forward30, the Group's six-year transformation roadmap. This was followed by the presentation of the Group's 2024 financial performance, which reflected resilient and robust revenue growth supported by a deposit-led strategy and disciplined cost management, achieved despite a challenging macroeconomic backdrop. Novan stressed on the Group's underlying purpose of "Advancing Customers and Society" by making lives and processes Simpler, Better, Faster anchored by the 4 pillars. The presentation was concluded with a confident articulation of the 2025 financial targets.



CIMB Group CEO Novan Amirudin addressing shareholders at the 68th AGM

The AGM incorporated a virtual Q&A session, encompassing both pre-submitted and live questions from shareholders attending in-person and online. These were addressed in real time by the Group CEO, the Group CFSO and members of the Board. The Group CEO also responded to official questions raised by the Minority Shareholders Watch Group (MSWG) and Permodalan Nasional Berhad (PNB). Discussions centred on a broad range of topics, including the Forward30 strategy, impact of global tariffs, corporate governance, asset quality, loan growth and NPS performance among others.

INVESTOR MEETINGS

The introduction of the new Forward30 strategy triggered a wave of investor interest keen to attain greater clarity and direction from Management. As a result, we witnessed increased requests for physical and virtual meetings from both local and foreign investors throughout the year. This high demand for one-on-one meetings is viewed positively and underscores the importance of face-to-face engagement in fostering meaningful two-way dialogue between the Group's Senior Management team with experienced members of the buy- and sell-side community. To further supplement this elevated level of interest, Senior Management increased participation in investor conferences and NDRs across key global financial centres, a reflection of the Group's commitment to transparency and investor communication.

For 2025, we conducted a total of 115 investor meetings, an increase from the 111 held in the previous year – including 14 in-house meetings and 21 virtual calls. The number of sell- and buy-side analysts and fund managers met in 2025 also jumped to 575 from 497 in 2024. Enhanced participation in investor conferences and NDRs facilitated a more focused discussion with the global investment community and allowed Management to clearly communicate the Group's strategic direction and business priorities.

CIMB Niaga is a key pillar in the Forward30 strategic plan, with Indonesia continuing to garner strong interest amid investor concerns surrounding the country's political transition under the new administration. CIMB Niaga continued to support the Group's Investor Relations objectives by conducting 19 investor meetings in 2025. The meetings were chaired by the President Director and CEO, CFO, and the domestic Investor Relations team involving a total of 37 institutional investors and sell-side analysts. As of end December 2025, CIMB Niaga was covered by 9 sell-side analysts and research houses.

Investor Relations

On a BAU basis, the Investor Relations team hosts eight virtual meetings with the domestic buy- and sell-side ahead of each quarterly closed period, aimed at keeping investors informed of recent progress updates. These meetings complemented the four regular quarterly financial results briefings, where video recordings are permanently accessible via the Group's Investor Relations webpage. Separately, CIMB Niaga conducts four quarterly results briefings with its investors.

NO. OF MEETINGS/NO. OF FUND MANAGERS AND ANALYSTS

CIMB GROUP

	2024		2025	
	Meetings	FM/Analysts	Meetings	FM/Analysts
In-house meetings	13	23	**14**	**45**
Conferences	25	134	**24**	**131**
Non deal roadshows	50	95	**56**	**139**
Teleconferences	23	245	**21**	**260**
Total	111	497	**115**	**575**

CIMB NIAGA

	2024		2025	
	Meetings	FM/Analysts	Meetings	FM/Analysts
In-house meetings	22	84	**19**	**37**
Total	22	84	**19**	**37**

CONFERENCES AND ROADSHOWS

A key function of the Investor Relations team is to support meaningful direct engagement between existing and potential strategic institutional investors with senior members of the Group's Management. This provides a platform to discuss the latest financial sector developments, pertinent topics of interest, and the Group's current operational trends and future strategic direction. Apart from in-house and virtual meetings, these connections are largely carried out through physical NDRs and attendance at investor conferences hosted by various domestic and international brokers. Over the year, the Group CEO and Group CFSO met investors in Singapore, Hong Kong, London and various financial centres across Europe. Constructive exchanges were held on a broad range of topics, including the global financial and economic environment, the Group's Forward30 plans and objectives, as well as current and future financial performance. We also participated in several virtual investor conferences over the year.

In 2025, the Group attended 7 investor conferences and conducted 6 NDRs spanning regional and global markets, whereby we had 80 meetings (24 meetings in conferences and 56 meetings in NDRs) meeting a total of 270 buy- and sell-side institutional investors and analysts, a notable uplift compared with 2024. We also participated in a fixed income NDR to China ahead of CIMB Bank's Panda bond issuance during the year, where we had a productive week of 13 meetings (59 attendees) with Chinese fixed income investors. The Investor Relations team continues to leverage shareholder intelligence tools to prioritise investor connection and maximise management's time productivity.

CONFERENCES AND ROADSHOWS

Date	Event	Location	Organiser
14 January 2025	Nomura ASEAN Conference	Kuala Lumpur	Nomura
16 January 2025	Invest Malaysia London	London	Bursa Malaysia
5 March 2025	CIMB Group Forward30 Investor Day	Kuala Lumpur	CIMB Group
17-18 March 2025	Non-Deal Roadshow	Singapore	UBS
22-23 April 2025	Non-Deal Roadshow	Hong Kong	Morgan Stanley
19-22 May 2025	Non-Deal Roadshow	Paris, Frankfurt, London	UBS
23 June 2025	BofA ASEAN Financials Forum	Kuala Lumpur	BofA
24 June 2025	Macquarie ASEAN Bank Tour	Kuala Lumpur	Macquarie
28-29 July 2025	Non-Deal Roadshow (Panda Bond)	Shanghai, Beijing	BOC, HSBC
8-10 September 2025	CLSA Investors' Forum	Hong Kong	CLSA
30 September 2025	JP Morgan ASEAN Financials Tour	Kuala Lumpur	JP Morgan
13 October 2025	JP Morgan Malaysia+ Forum	Kuala Lumpur	JP Morgan
25 October 2025	Non-Deal Roadshow	New York	JP Morgan
2 December 2025	CGSI Regional Financial Conference	Kuala Lumpur	CGSI
8-9 December 2025	Non-Deal Roadshow	Singapore	JP Morgan

RESEARCH COVERAGE

CIMB Group was the second largest company by market capitalisation on Bursa Malaysia as at end-2025. As a core component of the FBMKLCI Index, CIMB Group's blue-chip status automatically translates to comprehensive coverage by the investment community. The Group remained the second largest financial institution in Malaysia by assets and the fifth largest in ASEAN. As of end December 2025, the stock (Bursa: 1023, Bloomberg: CIMB:MK) was actively covered by a total of 18 sell-side analysts and research houses, with a high level of following amongst domestic, regional and global buy-side analysts and fund managers.

No	Research House
1	Affin Hwang Investment Bank
2	AmInvestment Bank
3	Citi Investment Research
4	CLSA Securities
5	CGS International
6	Hong Leong Investment Bank
7	JP Morgan Securities
8	Kenanga Investment Bank
9	Macquarie Capital Securities

No	Research House
10	Maybank Investment Bank
11	MBSB Investment Bank
12	Morgan Stanley Research
13	Nomura Securities
14	Public Investment Bank
15	RHB Research
16	TA Securities
17	UBS Securities
18	UOB Kay Hian

CREDIT RATING

Credit ratings remain a critical input in external stakeholders' evaluation of the Group's financial stability, balance sheet strength and risk management capabilities. The perspectives of independent rating agencies are relied upon by a wide spectrum of stakeholders encompassing financial counterparties, business partners, correspondent banks and both existing and prospective institutional investors. In this regard, the Group engages Moody's Investors Services, Standard and Poor's (S&P), RAM Ratings, Malaysian Rating Corporation (MARC), Fitch Ratings and PT. Pemeringkat Efek Indonesia (Pefindo). These domestic and global credit rating agencies undertake solicited and unsolicited reviews of the Group's principal licensed banking entities across the region for both local- and foreign-currency ratings. Independent and impartial assessments of the Group's financial performance, risk profile, asset quality, balance sheet resilience and capital adequacy can only strengthen market confidence in the Group and Management.

Oversight of these relationships is coordinated by the Investor Relations team, which acts as the principal liaison between management and the rating agencies. The team supports the review process by providing detailed financial and operational inputs – including appropriate responses to the very extensive list of questions and data requests, facilitation of management meetings and follow-up discussions on specific subject matters. In addition to scheduled annual reviews, there are periodic engagements for discussions and explanations for material developments. Senior Management across the Group and banking entities participate in these discussions with agency representatives to review industry-related and operational matters, pertinent developments as well as financial performance. Ultimately, the objective is to ensure that the information and judgements surrounding the credit ratings are fair, objective and well-substantiated. This not only underpins confidence in the integrity of the rating outcomes but also provides the Group with visibility into rating agencies' assessment of regional banking conditions and macroeconomic developments.

SHARE PRICE PERFORMANCE AND FOREIGN SHAREHOLDING

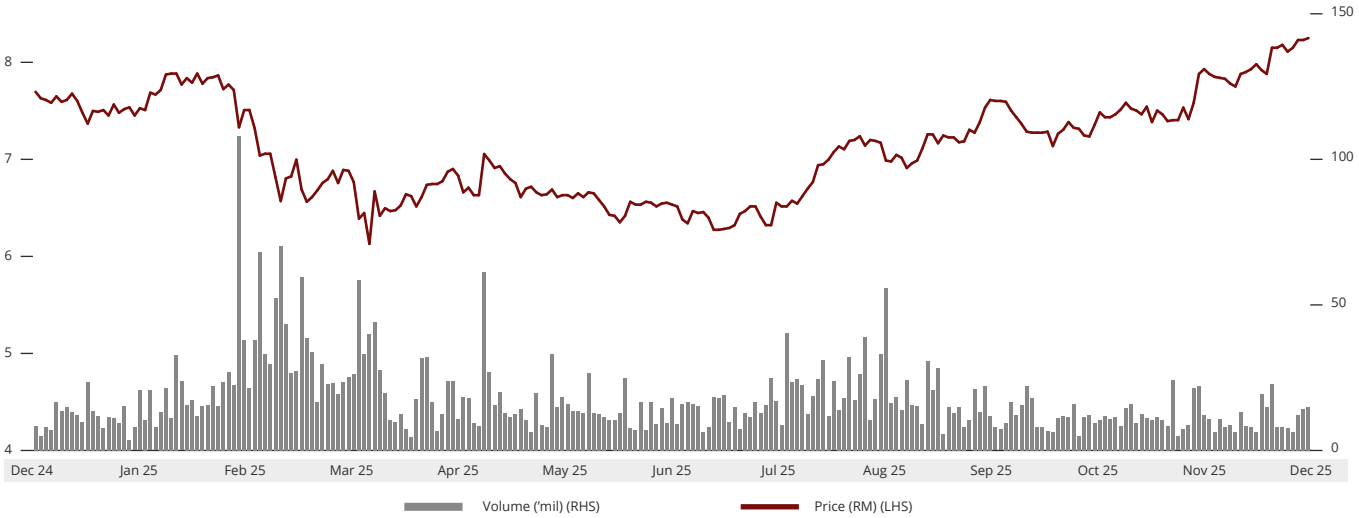
The Group's share price performed strongly in 2025, rising by 7.2% over the 12-month period to close the year at RM8.25 (compared to the adjusted end-2024 price of RM7.70). The stock outperformed both the benchmark FBMKLCI (which rose 2.3% YoY) and the Malaysian financial sector index (KLFin Index) which grew 2.8% in 2025. This performance was underpinned by several factors, namely: i) resilient financial performance despite tumultuous market conditions; ii) meeting relatively ambitious financial targets for the year; iii) positive market reaction to the Group's capital management initiatives particularly the up to RM2 billion capital return programme; iv) clarity on the Forward30 plan and roadmap; and v) positive investor re-rating of Malaysia in view of the solid economy, relative political stability and a strengthened Ringgit.

Following a peak of 35.6% in early 2025, the Group's foreign shareholding moderated for most of the year, reflecting a broader sector-wide risk-off market posture amid heightened uncertainties following the announcement of global tariffs in April. Our foreign shareholding subsequently stabilised to 31.0% at the year-end.

2025 was a year where the Group exhibited firm resilience in the face of a variety of external headwinds, hitting all its financial targets for 2025 and setting the stage towards achieving its medium-term targets in 2027. With capital management high on the investment community's agenda, the Group declared a dividend payout of 55.2% for 2025 with a proposed all-cash second interim dividend of 20.35 sen per share, in addition to the earlier announced first interim dividend of 19.75 sen per share. As part of the capital return programme announced during the year, the Group declared and paid a special dividend of RM755 million – or 7.0 sen per share – in December 2025. In totality, the Group declared and paid a record RM5.1 billion or 47.1 sen per share for FY25. CIMB Group remains among the most valuable companies in Malaysia, with strong share price performance over the year placing the Group as the second largest company by market capitalisation on Bursa Malaysia as at end-2025.

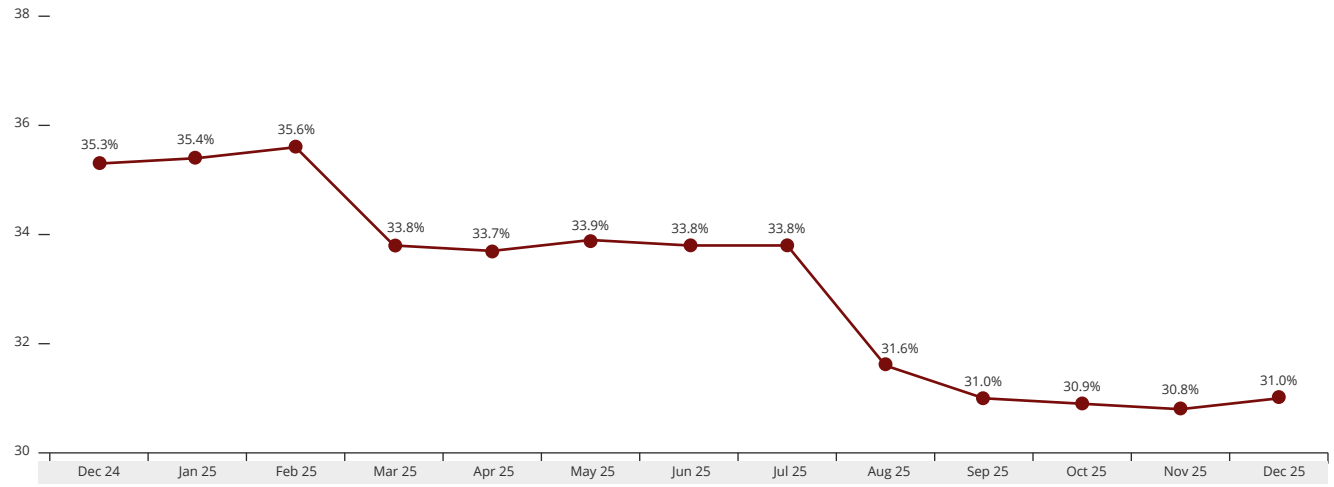
Investor Relations

CIMB GROUP 2025 SHARE PRICE AND VOLUME

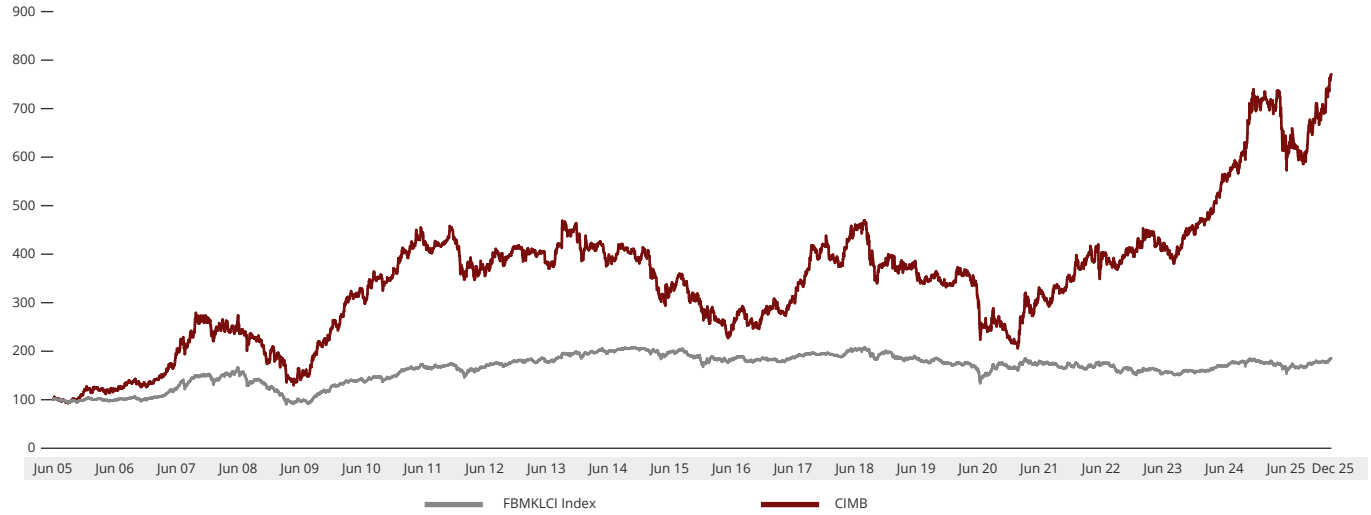


Source: Bloomberg

CIMB GROUP FOREIGN SHAREHOLDING (DECEMBER 2024 – DECEMBER 2025)



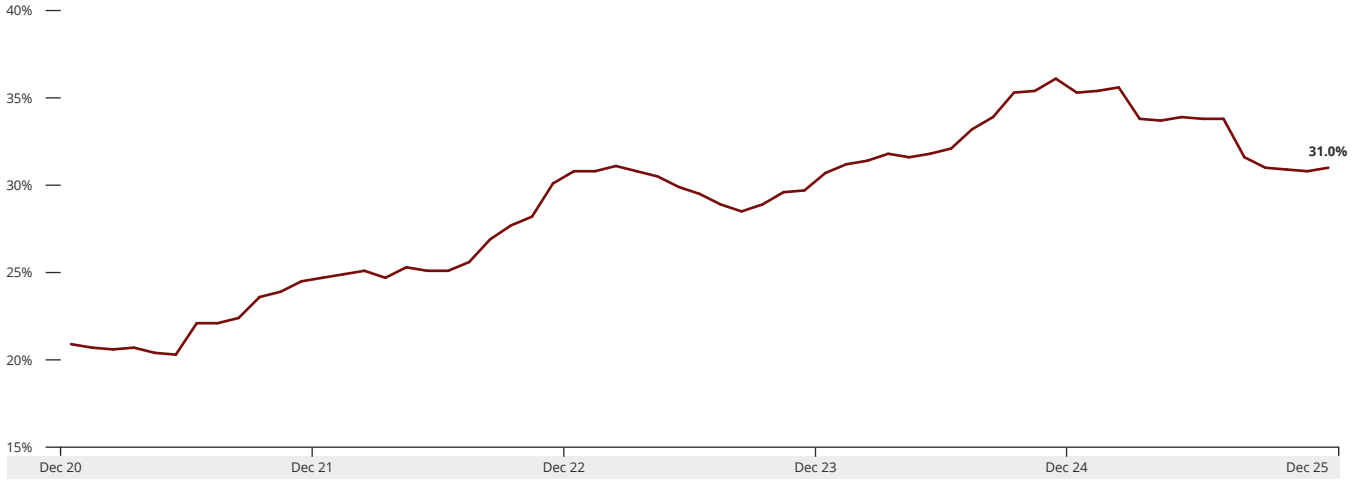
SHAREHOLDERS' RETURNS (6 JUNE 2005* – 31 DECEMBER 2025)



	1 YEAR	20.5 YEARS
CIMB	+7.2%	+671%
FBMKLCI	+2.3%	+84.5%

Source: Bloomberg
*Note: *Date of announcement of the M&A between CIMB Berhad and CAHB*

5-YEAR FOREIGN SHAREHOLDING TREND (DECEMBER 2020 – DECEMBER 2025)



Financial Calendar

14 February 2025
Additional listing of 10,000 new ordinary shares via ESOS

14 March 2025
Additional listing of 2,621,500 new ordinary shares via ESOS

27 March 2025
Issuance of Annual Report for the financial year ended 31 December 2024

15 April 2025
Additional listing of 2,735,500 new ordinary shares via ESOS

28 February 2025
Additional listing of 250,000 new ordinary shares via ESOS

14 March 2025
Notice of book closure for single tier second interim dividend of 20.00 sen per ordinary share in respect of the financial year ended 31 December 2024

28 March 2025
Notice of 68th Annual General Meeting

28 April 2025
Additional listing of 2,926,000 new ordinary shares via ESOS

28 February 2025
Announcement of the unaudited consolidated financial results for the fourth quarter and financial year ended 31 December 2024

17 March 2025
Date of entitlement for the single tier second interim dividend of 20.00 sen per ordinary share in respect of the financial year ended 31 December 2024

28 March 2025
Additional listing of 956,500 new ordinary shares via ESOS

29 April 2025
68th Annual General Meeting

13 March 2025
Announcement of the proposed renewal of the authority for CIMB Group Holdings Berhad to purchase its own share

27 March 2025
Payment of the single tier second interim dividend of 20.00 sen per ordinary share in respect of the financial year ended 31 December 2024

11 April 2025
Additional listing of 6,687,577 new ordinary shares via ESOS – Share Grant Plan

2 May 2025
Announcement on related party transaction in respect of sale and purchase of properties by CIMB Bank Berhad pursuant to Chapter 10 of the Main Market Listing Requirements

Financial Calendar

16 May 2025
Additional listing of 482,000 new ordinary shares via ESOS

28 May 2025
Additional listing of 1,510,000 new ordinary shares via ESOS

30 May 2025
Announcement of the unaudited consolidated financial results for the first quarter ended 31 March 2025

16 June 2025
Additional listing of 1,813,500 new ordinary shares via ESOS

30 June 2025
Additional listing of 1,148,500 new ordinary shares via ESOS

14 July 2025
Additional listing of 1,276,500 new ordinary shares via ESOS

28 July 2025
Additional listing of 1,730,000 new ordinary shares via ESOS

14 August 2025
Additional listing of 366,000 new ordinary shares via ESOS

28 August 2025
Additional listing of 3,697,000 new ordinary shares via ESOS

29 August 2025
Announcement of the unaudited consolidated financial results for the second quarter and half year ended 30 June 2025

17 September 2025
Additional listing of 5,701,000 new ordinary shares via ESOS

18 September 2025
Notice of book closure for single tier first interim dividend of 19.75 sen per ordinary share for the financial year ending 31 December 2025

19 September 2025
Date of entitlement for the single tier first interim dividend of 19.75 sen per ordinary share for the financial year ending 31 December 2025

30 September 2025
Payment of the single tier first interim dividend of 19.75 sen per ordinary share for the financial year ending 31 December 2025

30 September 2025
Additional listing of 1,809,500 new ordinary shares via ESOS

14 October 2025
Additional listing of 3,000,500 new ordinary shares via ESOS

Financial Calendar

29 October 2025
Additional listing of 752,000 new ordinary shares via ESOS

14 November 2025
Additional listing of 3,807,500 new ordinary shares via ESOS

27 November 2025
Additional listing of 5,867,333 new ordinary shares via ESOS

28 November 2025
Announcement of the unaudited consolidated financial results for the third quarter ended 30 September 2025

11 December 2025
Additional listing of 8,663,000 new ordinary shares via ESOS

12 December 2025
Notice of book closure for single tier special dividend of 7 sen per ordinary share for the financial year ending 31 December 2025

15 December 2025
Date of entitlement for the single tier special dividend of 7 sen per ordinary share for the financial year ending 31 December 2025

23 December 2025
Additional listing of 1,144,800 new ordinary shares via ESOS

24 December 2025
Payment of the single tier special dividend of 7 sen per ordinary share for the financial year ending 31 December 2025

15 January 2026
Additional listing of 2,675,000 new ordinary shares via ESOS

28 January 2026
Additional listing of 1,145,700 new ordinary shares via ESOS

16 February 2026
Additional listing of 1,859,500 new ordinary shares via ESOS

27 February 2026
Announcement of the unaudited consolidated financial results for the fourth quarter ended 31 December 2025

2026 TENTATIVE DATES

26 MAY 2026
1Q 2026
Financial Results

28 AUGUST 2026
2Q 2026
Financial Results

25 NOVEMBER 2026
3Q 2026
Financial Results

FEBRUARY 2027
4Q 2026
Financial Results

Business Review

Group Consumer Banking



Group Consumer Banking delivered resilient performance in 2025, even as we navigated a challenging macroeconomic, geopolitical and currency environment. Across the region, our franchise demonstrated strong underlying momentum, recording revenue of RM9.1 billion in 2025 despite NIM compression and foreign currency headwinds. This stable outcome reflects disciplined execution across our regional network.

Throughout the year, we continued to prioritise the strengthening of our digital capabilities, accelerating the digitalisation of our product offerings, sales enablement and customer acquisition to secure the long-term growth of our franchise. In parallel, we advanced our operational resilience agenda by enhancing our structures, governance frameworks, processes and controls to further reinforce our risk management foundation.

Aligned with our Forward30 ambition, Wealth remained a key strategic priority. We broadened and deepened our wealth propositions with the launch of our Regional Wealth Portal, delivering curated insights and advisory expertise from our Chief Investment Office, while also enabling digital capabilities through MyWealth feature on the CIMB OCTO app.

Overall, our consumer franchise sustained positive momentum, supported by a growing customer base, stable loans growth and rising digital adoption. Guided by our purpose of Advancing Customers and Society, we remain steadfast in delivering long-term value to our customers and stakeholders across all our key markets.

Haniz Nazlan

WHO WE ARE AND WHAT WE DO

Group Consumer Banking is the Group's Consumer Banking franchise that serves customers across five ASEAN markets: Malaysia, Indonesia, Singapore, Thailand and Cambodia. We provide personalised, everyday financial solutions across both Conventional and Islamic (selected markets) offerings, supporting customers at every stage of their financial journey. Our comprehensive product suite includes deposit accounts, home and auto financing, credit cards, personal financing, wealth and investment solutions, bancassurance, remittances and foreign exchange services.

Over 18 million customers*

572 branches

5,590 self-service touchpoints

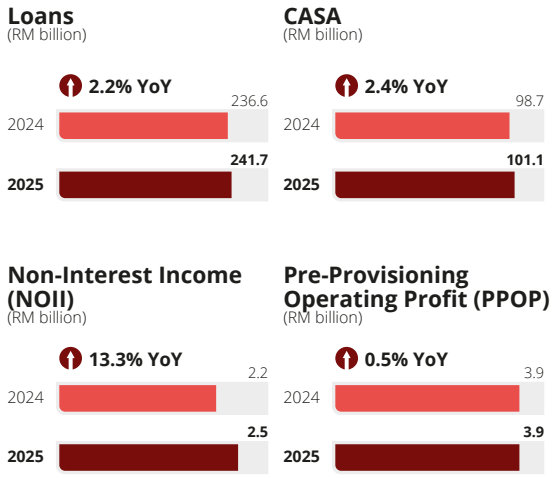
11 million digital users

* *Across Malaysia, Indonesia, Singapore, Thailand and Cambodia*

2025 BUSINESS HIGHLIGHTS

FINANCIAL PERFORMANCE

On a reported basis, profit before tax (PBT) softened 0.8% year-on-year (YoY), as the multiple rate cuts across the region affected NIM, as well as the impact on revenue from the Indonesian Rupiah depreciation and lower overlay writebacks. This was partially offset by the prudent cost controls lowering expenses. Revenue growth was driven by loan expansion in Malaysia, Indonesia and Singapore, alongside higher fee income from investment and credit card businesses, as well as active balance sheet and risk management actions. Operating expenses showed stability as overheads declined by 2.3%, reflecting continued cost discipline while supporting selective investments. This resulted in a positive JAW of 1.2% and a 70 basis-point (bps) improvement in the cost-to-income ratio to 56.7%. Credit costs remained stable, indicating prudent risk management. Balance sheet growth was supported by strong customer franchise momentum, with deposits driven by Current Account Savings Account (CASA) growth. Overall, the franchise delivered high-quality performance, reinforcing the sustainability of its earnings.

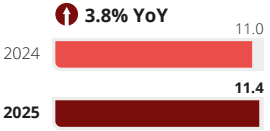


Business Review

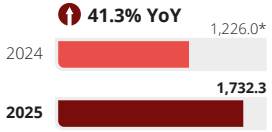
NON-FINANCIAL PERFORMANCE

Group Consumer Banking continued to strengthen digital value propositions across the region with ongoing enhancements to the CIMB OCTO banking app and web platforms to improve convenience, personalisation and cross-border functionality.

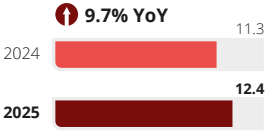
Registered Customers (Web + App)
(#'million)



Digital Transactions (Web + App)
(#'million)



Digital Acquisition Sales Count
(#'million)



* *Inclusive of Clicks web & app and CIMB OCTO app transactions*

In 2025, GCB continued to advance its sustainability agenda by scaling practical, customer-led solutions that support greener lifestyles, responsible investing and stronger financial well-being.

Low-Carbon Mobility Solutions
Support the adoption of sustainable mobility by partnering with selected EV brands and charging providers across the region. These partnerships combine tailored financing and robust infrastructure to ease customers' adoption of EV.

Sustainable Living Solutions
Supported customers to make greener choices by offering Green Mortgage Financing for green-certified homes, aligned to recognised building standards, and enabled households to transition to cleaner energy through solar PV financing. This was delivered through partnerships with solution providers and targeted customer outreach.

Sustainable Investing Solutions
Launched targeted campaigns to expand access to ESG-themed investments and broaden our suite of offerings. This includes ESG mutual funds, bonds and government bonds, to support customers' long-term investment goals.

Financial Inclusion, Literacy and Responsible Use
Advanced financial inclusion and financial literacy by expanding access to digital financial services, promoting responsible product adoption and supporting underserved individuals through targeted programmes and partnerships.

Malaysia: Financial well-being and awareness initiatives under the JagaDuit programme
Indonesia: Responsible product adoption through payroll partnerships and digital channels

Learn more on pages 100 to 102 in the Sustainability Report 2025.

STAKEHOLDER VALUE CREATION

	SHAREHOLDERS	CUSTOMERS	EMPLOYEES	REGULATORS	COMMUNITIES
EXPECTATIONS	Achieve operational stability, customer responsiveness and efficiency improvements while delivering resilient and sustainable returns	Provide unique and relevant value propositions and deliver exceptional customer experiences across all channels	Prioritise employee well-being and career progression through exposure to our diversified ASEAN network	Remain nimble to regulatory policies and deploy robust risk management and compliance measures to ensure highest level of integrity	Champion community welfare and well-being by supporting financial inclusive, accessible and sustainable initiatives
VALUE CREATED	• Achieved 13.3% YoY in NOII growth • 2.3% decline in overheads • 3.8% YoY increase in registered customers on banking web and app platforms	• Expanded product propositions and accessibility to digital financial services through strategic partnership and innovation • Enhanced security features and data analytics to safeguard users	• Streamlined organisation and enabled sharing of best practices • Created regional mobility opportunities for short-term and long-term cross-country assignments	• Continuous oversight on regional risk management and ongoing governance and controls enhancements	• Achieved 94,587 staff volunteer hours • RM6.5 billion of financing mobilised for low-income population • RM2.6 billion of sustainable financing and ESG investments mobilised • RM0.9 billion mobilised for green vehicles (EV and Hybrids) in the region

EXTERNAL LANDSCAPE: KEY RISKS & OPPORTUNITIES

RISK	OPPORTUNITY	STRATEGIC RESPONSE
Evolving macroeconomic and geopolitical landscape	Demand for stability and trusted financial partners amid volatility	Drive for balance sheet growth through disciplined credit quality monitoring and risk management
Cybersecurity threats and fraud risks	Heightened expectations for secure and reliable digital banking platforms	Enhance digital platforms and operating systems to reinforce security and operational resilience
Digital disruption and competition	Growing customer preference for convenient, personalised experiences enabled by embedded finance and digital platforms	Build scalable digital innovations and partner-centric business models to position CIMB as a personalised banking partner
Climate change and regulatory pressure to transition	Rising awareness and adoption of sustainability-focused products and solutions	Emphasise the development of sustainable banking products and solutions

HOW WE DRIVE VALUE

FORWARD30 IN ACTION

STRATEGIC MOVES – 4Cs	KEY INITIATIVES	RESULTS
Capital and resources: Reallocate and optimise	Strengthening credit quality monitoring to optimise business mix and prudent cost management	• PPOP of RM3.9 billion • 2.3% decline in overheads
Cash: Build deposit franchise	Enhancing digital platforms such as the CIMB OCTO app to deliver stronger security, greater convenience and deeper personalisation	CASA growth of 2.4% YoY
Cross-sell: Increase returns	Focus on wealth propositions, advisory services and enhancing digital capabilities	NOII growth of 13.3% YoY
Capabilities: Simpler, Better, Faster	Process improvement and innovation to enhance customer experience in delivery of services and solutions	• Over 8% YoY growth in digital sales count • Over 40% YoY growth in digital transactions

AWARDS AND RECOGNITION

Alpha SEA Best FI Awards 2025
- Best Retail Bank in Malaysia (Malaysia)

The Straits Times "Singapore's Best Customer Service Survey 2025/26"
- Best Consumer Bank for Customer Service (Singapore)

Asian Banking & Finance Awards 2025
- Wealth Management Platform of the Year (Malaysia)
- Domestic Retail Bank of the Year (Malaysia)
- Call Centre Initiative of the Year (Malaysia)
- Strategic Partnership of the Year (Singapore)

FinanceAsia
- Most Innovative use of Technology (Singapore)

The Digital Banker Global Retail Banking Innovation Awards 2025
- Best Wealth Manager for the Mass Affluent (Thailand)
- Wealth Hub of the Year (Thailand)

FUTURE PROSPECTS

We expect continued growth in 2026, supported by stable interest rates, moderated inflation and the disciplined execution of our Forward30 strategic plans. Nonetheless, we remain cautiously optimistic as we navigate persistent macroeconomic headwinds and intensifying competition from both banking and non-banking players.

As Forward30 progresses, Group Consumer Banking will continue to focus on the following priorities:

- Expanding our CASA franchise, deepening cross-sell opportunities and enhancing our wealth propositions
- Elevating customer value propositions through greater personalisation and segment-led engagement
- Accelerating digital and analytics-driven propositions to improve efficiency, relevance and customer experience
- Strengthening balance sheet quality, credit risk management and cost discipline
- Building a capable, agile and engaged workforce to support sustainable execution
- Advancing sustainability-driven solutions that create long-term, positive impact for customers and communities

By anchoring our efforts in customer centricity, innovation and resilient fundamentals, Group Consumer Banking is well-positioned to capture long-term value and continue supporting the financial well-being of customers across ASEAN.

Business Review

CIMB Digital Assets



In 2025, CIMB Digital Assets' (CDA) portfolio of businesses experienced varying performance outcomes given the fast paced and evolving landscape in each of the markets that we operate in.

Both **Touch 'n Go (TNG)** and **TNG Digital (TNGD)** had a very strong year given their dominance in the Malaysian market and continued innovation.

TNG remained at the forefront of mobility-linked payments solutions, introducing new offerings and services that solidified its market position and brought convenience to our customers.

TNGD further crystallised its position as Malaysia's leading digital financial services and fintech business. The company had an active year of innovation and high growth, leading it to successfully delivering its first full year of profitability.

CIMB Philippines (CIMB PH) and **CIMB Vietnam (CIMB VN)** continued to grow their customer base through broader product offerings, enhanced value propositions and strengthened partnerships. The overall business environment in the Philippines grew more competitive with more digital banks competing in the market.

Overall, the year was defined by disciplined execution, and we remain committed to charting the path towards building long-term value for our stakeholders.

Gurdip Singh Sidhu

WHO WE ARE AND WHAT WE DO

CDA comprises CIMB's portfolio of digital businesses and ventures, which today includes TNG and TNGD (collectively the Touch 'n Go Group), as well as CIMB's digital banking businesses in the Philippines and Vietnam. In addition to driving strategy, growth and overseeing the execution of these businesses, our focus extends towards spearheading value creation of CIMB's investments in these franchises through equity and non-equity partnerships.

TNG, Malaysia's first fintech company, is well-positioned as a pioneering cashless payments platform centred on mobility and transportation for over 20 years. TNGD, founded with Ant Group, catalysed the franchise to leapfrog into the retail payments space, and today operates Malaysia's leading e-wallet.

Also within the ambit of the CDA are the Group's digital banking businesses in the Philippines (CIMB PH) and Vietnam (CIMB VN). CIMB PH has achieved scale with over 10 million customers and continues to navigate a competitive market with renewed focus and discipline. CIMB VN continues to grow from strength to strength as one of Vietnam's most innovative and emerging digital banks.

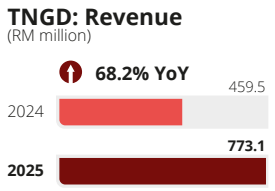
2025 BUSINESS HIGHLIGHTS

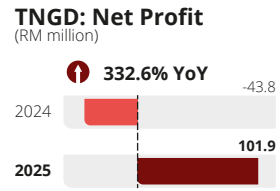
FINANCIAL PERFORMANCE

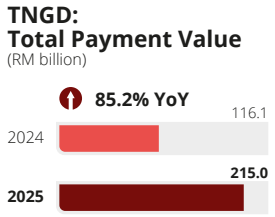
TNGD continued to accelerate its digital financial services agenda with new strategic partnerships and resulted in 80% YoY growth in financial services revenue. The ubiquity of the platform across multiple segments and robust usage volumes has allowed TNGD to achieve profitability in 2025. TNGD now serves over 85% of Malaysia's adult population and is accepted at over 2.3 million merchant points, further cementing our position as Malaysia's preferred digital financial services and lifestyle platform. In addition, we successfully launched a brand-new Business Account to better enable MSMEs, and strengthened our cross border proposition by enabling inbound tourist registration from across ASEAN, alongside our extensive network of more than 50 countries.

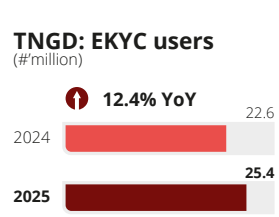
CIMB PH achieved a significant milestone in 2025 by surpassing 10 million customers. Revenue grew 11.2% YoY, as we maintained a robust balance sheet of over RM2.2 billion in deposits and RM1.9 billion in loans, whilst making progress towards diversifying our portfolio and pursuing new strategic partnerships. We successfully rolled out the first trading platform-embedded savings account in the Philippines, as well as launched CIMB Biz and CIMB Prime to begin capturing new segments.

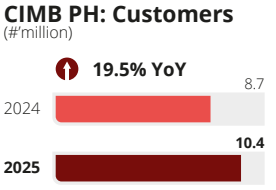
CIMB VN grew its customer base by 40.0% YoY, surpassing 2 million customers, driven by strong partnerships and embedded banking use cases across partner platforms.

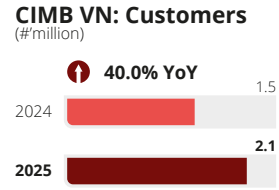












NON-FINANCIAL PERFORMANCE

Financial Inclusion

In 2025, CDA's businesses continued to advance sustainability agendas by championing financial inclusion, empowering communities and promoting sustainable operating models.

Our commitment to financial inclusion was reinforced through tailored digital solutions designed for underserved communities, including foreign workers, refugees[1], asylum seekers[1], MSMEs and Overseas Filipino Workers.

- TNGD's "Let's Duit" programme equipped senior citizens, youth, underserved communities and MSMEs with practical skills to use digital payment tools through community workshops, roadshows and school programmes.
- TNGD expanded digital financial access by enabling over 20% of UNHCR-registered refugees and asylum seekers in Malaysia to use the TNG eWallet, facilitating salary accounts for over 150,000 foreign workers, and supporting MSMEs with simple and fully digital access to essential financial services.
- CIMB PH continued to advance economic inclusion in the Philippines, reaching more than 10 million customers and providing formal credit access to over 4.6 million individuals.

[1] *Only applicable to refugees and asylum seekers registered with UNHCR in Malaysia.*

Workplace Inclusion

We also strengthened workplace inclusion by expanding programmes that support the recruitment, development and retention of differently-abled individuals across both TNG and TNGD.

Learn more on pages 121 to 127 in the Sustainability Report 2025.

STAKEHOLDER VALUE CREATION

	SHAREHOLDERS	CUSTOMERS	EMPLOYEES	REGULATORS	COMMUNITIES
EXPECTATIONS	Long-term value creation and proliferation of high-growth digital businesses	Differentiated propositions and best-in-class digital platform experiences	Exposure to leading-edge digital business models, financial technology and the forging of strategic partnerships	Remain nimble to regulatory policies and deploy a robust risk management framework and compliance measures to ensure the highest level of integrity	Financial inclusion, accessibility and alternative digital platforms for financial services
VALUE CREATED	Achieved first full year of profitability at TNGD, with monetisation pathways crystallising; digital banking businesses in CIMB PH and CIMB VN continue to operate at scale with a collective 22.5% YoY growth in customer base	Enhanced value propositions, product offerings and services through fully digital platforms across our businesses, alongside continued proliferation of ecosystem partnerships to broaden access to digital financial services	Recognised as Top Voted Employer in Technology – Platinum and Top 1% Graduate Employers to Work For in 2026 in Malaysia (TNG)	A strong risk management culture supported by Group oversight and continuous enhancement of governance and controls	Remained at the forefront of financial inclusion across multiple segments by leveraging technology, innovative product design, partnerships and alternative distribution platforms

Business Review

EXTERNAL LANDSCAPE: KEY RISKS & OPPORTUNITIES

RISK	OPPORTUNITY	STRATEGIC RESPONSE
Uncertain macroeconomic environment and geopolitical climate	Market shifts toward digitally-driven financial solutions, as consumers and businesses seek smarter, more efficient ways to manage finances in a cautious environment	Focused growth and investments in high-value areas where digital capabilities and propositions are concerned, with an emphasis on long-term value creation and enablement
Heightened competition from banks and non-banks, driven by pricing, product innovation and the need to meet shifting customer preferences for embedded finance and digital platform solutions	Growing demands for digitally integrated financial solutions beyond banking ecosystems, allowing more seamless and lifestyle-oriented access	Maintained leadership in partner-centric business models across the board, solidifying capabilities and positioning ourselves as platform-oriented digital businesses

HOW WE DRIVE VALUE

FORWARD30 IN ACTION

STRATEGIC MOVES	KEY INITIATIVES	RESULTS
Cash: Build deposit franchise	Focused on expanding ecosystem-driven partnerships and innovative offerings to scale digital acquisitions and drive sustainable CASA growth	**TNGD** • Increase in monthly transacting users (MTU) and total payment value (TPV), as well as broadening of offerings have contributed to higher average total e-wallet balances by 20.6% YoY **CIMB PH** • Over RM2.2 billion in deposits acquired fully digitally via embedded savings products on multiple partner platforms and the CIMB mobile app
Cross-sell: Increase returns	Doubled down on product offerings, services and segment-specific propositions to diversify and drive growth	**TNGD** • Launched multiple solutions and value-added services targeting an expanded customer base, including foreign worker salary accounts, Business Account, universal QR scan, inbound international tourist registration. This resulted in a 26.5% YoY increase in monthly transactions per MTU **CIMB PH** • Launched CIMB Biz to support MSMEs by providing better access to formal banking solutions and helping them grow their businesses **CIMB VN** • Introduced an enhanced CIMB Preferred proposition alongside a redesigned mobile app and an expanded product suite to grow the affluent segment
Capabilities: Simpler, Better, Faster	Advanced digital capabilities, strengthened processes and integration with other ecosystems to deliver faster and more seamless experiences for customers	**TNG** • Continued to be the preferred payment mode in areas of mobility and transportation, introduced innovations including a newly digitised My50 transit pass **TNGD** • A ubiquitous platform that has transformed into a broad-based financial services provider; also plays a critical infrastructure role in national programmes such as BUDI95 by enabling eligibility checks, real time identity verification and seamless subsidy transactions across fuel retailers and payment platforms nationwide **CIMB PH and CIMB VN** • Digital banks that continue to lead in providing access to financial services digitally and via partner platforms, facilitating financial inclusion and the targeting of the underserved without reliance on traditional physical bank branches

AWARDS AND RECOGNITION

TNG

HR Excellence Awards 2025
- Excellence in Work-Life Harmony (Gold) – Malaysia
- Best HR Team in SME Category (Silver) – Malaysia

ESGBusiness Awards 2025
- Education Equality and Access – Malaysia
- Inclusion and Diversity – Malaysia

TNGD

PayNet Malaysian E-Payment Excellence Awards 2025
- Digital Transformation and Innovation Leadership – Malaysia

PC.com Readers' Choice Awards 2025
- Best MSME eWallet – Malaysia

Alpha Southeast Asia 19th Best FI Awards 2025
- Best E-Wallet – Malaysia

CIMB PH

The Asian Banker 2025
- Best Digital Bank – Philippines

Global Banking & Finance Awards 2025
- Best Bank for Digital Banking Services – Philippines

Asian Banking & Finance Awards 2025
- Strategic Partnership of the Year – Philippines

Global Finance World's Best Digital Bank Awards 2025
- Most Innovative Digital Bank – Philippines

CIMB VN

Global Banking and Finance Review 2025
- Best Strategic Growth Strategy – Vietnam

Digital CX Awards 2025
- Outstanding Digital Strategy – Vietnam

FUTURE PROSPECTS

As we embark on Forward30, we remain focused on our original core intentions around CDA's portfolio of digital businesses, which are to build accretive franchises and proliferate optimum structures that will allow the Group to realise value. This will involve balancing the ability to capture long-term growth, building future-ready capabilities and enabling effective monetisation.

- **TNG** continues to operate as a stable, profitable and innovative technology-driven company, centred around mobility payments. In 2026, we will begin exploring optimised pathways that will enable us to continue delivering as an enterprise, while playing an important role in Malaysia's payments ecosystem
- **TNGD** remains the market leader in Malaysia's e-wallet space. Significant progress has been made in expanding the platform beyond payments, culminating in profitability in 2025. We will continue to build on this momentum as we seek to unlock further synergies and value from within the franchise as well as beyond
- **CIMB PH** has reached critical mass as an all-digital bank, with 10 million customers within seven years of launch. In 2026, we will strategically optimise the business and stay the course on our pivots toward new offerings as we enter the next phase of our PH franchise
- **CIMB VN** remains a promising niche digital bank with significant headroom for growth. 2026 will see us sharpen our approach as we fine-tune our execution around partnerships, customer acquisition and revenue growth. We will remain on the lookout for strategic opportunities that can allow us to accelerate our position in the market

Business Review

Group Commercial and Transaction Banking



Despite a challenging operating environment in 2025, Group Commercial Banking (GCB) delivered resilient performance staying firmly focused on creating value for our stakeholders. We expanded financing access for businesses and micro SMEs and strengthened customer convenience across the region with our new online banking platform, CIMB OCTO Biz and full digital account opening capabilities, while upholding strong risk and governance standards. Through disciplined execution and sustainability-led initiatives, we continued to support economic growth, employee development and long term value creation for our customers, communities and shareholders.

Meanwhile, Group Transaction Banking (GTB) continued to empower customers by accelerating the modernisation of its digital platforms and delivering intuitive, digital-first experiences. With CIMB OCTO Biz, we enhanced our integrated cash and transaction capabilities, providing seamless digital access, improved liquidity visibility and greater operational efficiency. These advancements reinforced CIMB's position as a trusted banking partner for businesses navigating an increasingly interconnected regional economy.

Lawrence Loh and Ahmad Shazli Kamarulzaman

WHO WE ARE AND WHAT WE DO

GCB and GTB work together to deliver comprehensive financial solutions tailored to the diverse needs of businesses across ASEAN. This integrated model allows the Group to support clients across different stages of growth, providing integrated services that support operational efficiency and long-term success.

GCB offers relationship-based banking facilities to businesses across the region. Serving a customer base of over 550,000 businesses, the franchise provides credit and financing solutions alongside advisory-led banking services tailored to sector, size and market-specific needs. Clients are supported through a combination of digital platforms, dedicated relationship managers, SME and Business Centres and CIMB's regional branch network, enabling both scale and close engagement. GCB also serves mid-to-large corporates with specialised solutions, including trade finance, cash management and treasury services.

GTB anchors CIMB's non-retail banking proposition across Malaysia, Indonesia, Singapore, Thailand and Cambodia. We provide a range of cash management, trade finance facilitation and securities services through digital-first, client-centric services built on innovation and strong governance. Our focus is to help businesses manage cash, trade and securities more effectively with greater agility, while promoting sustainable growth across the region through integrated banking solutions.

2025 BUSINESS HIGHLIGHTS

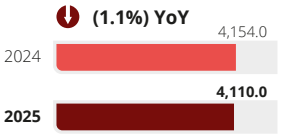
FINANCIAL PERFORMANCE

Despite a challenging operating environment in 2025, GCB sustained a resilient performance. Margin compression, heightened competition for CASA and regional FX volatility weighed on income growth. NIM management was in place to contain NIM compression, resulting in a 1.1% reduction in operating income. Loan and deposit balances continued to expand across the region, with strong CASA growth driven by Indonesia, Singapore and Cambodia. On constant currency basis, Gross Loans and Deposits grew 4.4% and 7.1% respectively. The Group maintained healthy asset quality levels, with above peer performance particularly in Malaysia. Despite disciplined risk management, Profit before Tax (PBT) was still impacted by NIM compression and overlays.

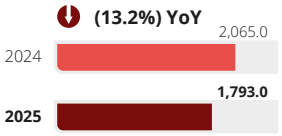
In 2025, GTB delivered a resilient performance amid a challenging operating environment, supported by disciplined cost management and sustained client activity. The business momentum remains robust, with margin pressures partially offset by operating efficiencies and growing fee-based income. CASA balances and digital transaction activity reflects a deeper client engagement across core ASEAN markets, while trade loan balances rose on higher utilisation. Continued momentum in digital adoption, including the successful rollout of CIMB OCTO Biz, alongside expanded payments, collections and cross-border capabilities, reinforced GTB's transaction-led business model and positioned the franchise well for future growth.

Group Commercial Banking

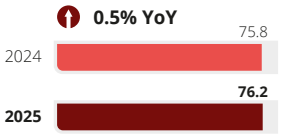
Operating Income
(RM million)



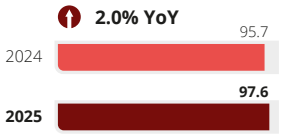
PBT
(RM million)



Loans
(RM billion)



Deposits
(RM billion)



NON-FINANCIAL PERFORMANCE

Group Commercial and Transaction Banking

In 2025, we advanced our sustainability agenda through targeted product launches and initiatives aligned with national priorities. These efforts strengthened access to financing, improved customer convenience and supported SME growth across priority sectors.

- Mobilised RM1.85 billion in Green, Social, Sustainable and Sustainability-Linked Financing for SMEs
- GreenBizReady™ received the Best Green Finance Initiative in Malaysia award at the Asian Banker Global Excellence in Retail Services Awards 2025
- SMEBizReady was awarded Best Islamic Banking Product in Malaysia at The Asset Triple A Islamic Finance Awards 2025
- Rolled out GreenBizReady for SMEs in Indonesia and the Beyond Banking Sustainability Programme in Singapore, providing tools, training and financing incentives to support measurable environmental and social progress

Digital Platforms & Client Experience

- >75% of our customers registered on the CIMB OCTO Biz and BizChannel platforms
- Business account application completed digitally within 30 minutes via the Online Business Current Account with eKYC (OBCA eKYC), without need for physical documents and branch visits
- Digital transactions grew 6.9% YoY with 102 million transactions processed valued at over RM1.3 trillion

Financial Inclusion

- RM5.6 billion accorded to underserved and unserved reached via GCB's financial inclusion programmes

National Policies and 13th Malaysia Plan Support

- >RM690 million to help in high growth and high value industries such as technology and digital, energy transition and agrofood
- 366 businesses supported with >RM1 billion in financing through the development of the Johor–Singapore Special Economic Zone (JS-SEZ)
- Introduction of a Petrol Dealer Financing Programme to support the BUDI95 Programme, enhancing working capital and cash flow management for petrol dealers

Learn more on pages 96 to 100 in the Sustainability Report 2025.

Business Review

EXTERNAL LANDSCAPE: KEY RISKS & OPPORTUNITIES

Group Commercial & Transaction Banking

	RISK	OPPORTUNITY	STRATEGIC RESPONSE
Group Commercial Banking	**Geopolitical uncertainty and market volatility**	Growing cross-border trade and investment in ASEAN, particularly across high-growth, high-value sectors	Tailored programmes and packages for high-growth, high-value sectors such as: • Automation & Digitisation Facility • High Tech & Green Facility • Agrofood Facility • Low Carbon Transition Facility • Various Government Guarantee Schemes JS-SEZ ASEAN Financial Passport, empowering businesses with end-to-end support for a seamless cross-border banking experience
	Downward interest rate environment across key markets	Increased need for alternative financing and transaction-led banking solutions	Pivot towards fee-based income with NOII growth at 4.2% YoY Aggressive growth on CASA at 6.2% YoY for low cost funding to manage NIM compression Rolled out SME Instant Apply, SME FlexiCash/-i and CIMB FlexiPay for improved access to financing for Micro and Small SMEs
	Rising cost of doing business and higher ESG compliance requirements	Growing demand for ESG and transition financing programmes	Scaled sustainable finance programmes and packages such as: • Woman Entrepreneur Empowerment Special Pricing Campaign • The Cooler Earth Series: Sustainable Finance Workshop • United Nations Environment Programme (UNEP) – Empower II: Women for Climate Society (CIMB Niaga) • Shenergy/*Perempuan Berkarya* (CIMB Niaga) • GreenBizReady programme
	Limited access to financing for micro-SMEs	Expectation for a cashflow-based, digitally enabled financing solution	Expanded access to cash-flow based financing through FlexiPay (Singapore) and FlexiCash (Malaysia)
Group Transaction Banking	**Technology integration and change management risk**	Modernised platforms support smoother client journeys, driving higher engagement and confidence in digital banking	Launched CIMB OCTO Biz, a modernised e-banking platform (Malaysia and Indonesia)
	Rising digital fraud and cyber threats	Strengthening security and compliance positions GTB as a reliable provider for cross-border trade and cash management	Implemented a modernised e-banking fraud detection system to detect fraudulent transactions in real-time. Implemented biometric authentication via CIMB OCTO Biz, including kill-switch capabilities via CIMB OCTO Biz mobile
	Regulatory complexity and compliance requirements	Regulatory alignment and scalable platforms create opportunities to unlock new revenue streams and accelerate regional connectivity	Scale CIMB OCTO Biz platform to regional countries with Indonesia, Singapore and Cambodia planned for implementation to create a regional CIMB OCTO Biz platform to ensure electronic banking connectivity and execution of transactions

HOW WE DRIVE VALUE

Group Commercial and Transaction Banking

FORWARD30 IN ACTION

STRATEGIC MOVES – 4Cs	KEY INITIATIVES	RESULTS
Capital and resources: Reallocate and optimise	Scaling Business Wealth Managers to strengthen deposit franchise	• Achieved double-digit CASA growth in Singapore and Indonesia • Improved CASA retention alongside new-to-bank acquisition
	Enhancement of lending sales coverage to deliver holistic client propositions	• Delivered higher interest and fee-based income per customer
	Expansion of SME financing via government-guaranteed schemes	• Approved over RM2 billion in government-guaranteed loans in Malaysia
Cash: Build deposit franchise	Rolling out targeted CASA programmes to drive balance growth and stickiness	• Launched ecosystem-driven CASA programmes, including value-chain referral initiatives
	Digitalisation and streamlining customer onboarding journeys	• Enabled fully digital account opening in Malaysia and Singapore, removing the need for branch visits
	Embedding payments and collections into client workflows	• Launched multi-currency account offerings • Implemented Petrol Dealer Financing Programme to facilitate BUDI95 petrol subsidy payments • Partnered with PingPong Global Holding Limited to enable SMEs to "collect like a local" for cross-border transactions
	Modernisation of digital platforms through CIMB OCTO Biz	• Launching of CIMB OCTO Biz to replace BizChannel • 230,000 clients implemented CIMB OCTO Biz and 4 quarterly CIMB OCTO Biz feature releases rolled out in 2025 • Delivered improved UI/UX and expanded functionality on CIMB OCTO Biz
	Scaling growth by leveraging client ecosystems	• Established two ecosystem partnerships with Pharmaniaga and Remedi, focused on working capital solutions
Cross-sell: Increase returns	Launching of CIMB OCTO Biz to expand reach and enable personalised cross-sell	• Onboarded over 220,000 customers onto CIMB OCTO Biz, with more than RM32 billion in transaction value
	Strengthening cross-segment collaboration across the Group	• Increased Private and Preferred Banking status among Commercial Banking Business owners through targeted cross-sell, leveraging on relationship managers' strength
	Acceleration of cross-border referrals, leveraging the JS-SEZ	• Recorded strong cross-border growth, with over 90% of regional referrals from the Johor–Singapore corridor
Capabilities: Simpler, Better, Faster	Enhancement of credit underwriting models for micro-SMEs	• Introduced pre-approved financing of up to RM150,000, eliminating manual credit documentation
	Delivering end-to-end digital onboarding experience	• Enabled business account opening within 24 hours without branch visits with OBCA eKYC • SME Instant Apply online loan application submission within 10mins
	Reimagining the operating model through the Business Call Centre	• Launched the Business Call Centre KIBO Co-pilot, improving service responsiveness and operational support

Business Review

STAKEHOLDER VALUE CREATION

		SHAREHOLDERS	CUSTOMERS	EMPLOYEES	REGULATORS	COMMUNITIES
Group Commercial Banking	EXPECTATIONS	Translate our purpose of Advancing Customers and Society into sustainable value and returns	Provide simple access to financing, serve as a trusted banking partner, and deliver a consistent, high-quality customer experience	Foster meaningful work, purpose and a sense of contribution to society	Uphold high standards of ethics, financial risk management, market conduct and consumer protection	Enable business growth and ease of transacting
	VALUE CREATED	Delivered PBT of RM1,793 million	• Provided close to RM10 million financing through SME FlexiCash/-i and CIMB FlexiPay to over 50 SME customers • >11 million transactions valued at RM32 billion made through CIMB OCTO Biz • 1,600 applications made through SME Instant Apply • >RM2.5 billion disbursed through Government Guarantee Schemes in Malaysia	• Enabled >580 employees to graduate under the Sustainability Yellow Belt programme • Continued hybrid working arrangement for all Group Commercial Banking employees, inline with company wide policy	• Almost 0% operational loss across the region • No critical/high risk events recorded across the region	• Provided RM7.2 billion in Sustainability related facilities • Awarded over RM1 billion in financing to businesses in the JS-SEZ region
Group Transaction Banking	EXPECTATIONS	Drive sustainable growth by expanding our core services and building a scalable digital banking platform. Aim to deliver consistent returns and solidify our market position	Accelerate digital advancement and create a seamless, omni-channel experience that leverages data-driven insights and strategic partnerships to deliver value, enhance efficiency and deepen engagement	Embrace a client first mindset, fostering a collaborative and positive work environment, and cultivating a culture of continuous learning and innovation	Prioritise regulatory compliance, strengthen proactive risk management and deliver transparent controls that align with an evolving regulatory landscape and standards	Build a connected ecosystem that drives financial inclusion and delivers innovative solutions, empowering communities with seamless access to services and fostering broader engagement
	VALUE CREATED	• Launched CIMB OCTO Biz to replace BizChannel • Partnered with PingPong Global Holding Limited, Pharmaniaga and Remedi to enable access to scalable solutions and working capital access	Leveraging on our digital platforms, our transactions value grew 11% YoY to reach more than RM1.3 trillion in digital transaction value	Enable career progression and well-being through strong EPICC values and flexible work options	• Completed key regulatory reviews throughout the year with no breaches in operating procedures and compliance to key regulations • We invested in regulatory projects to enhance our compliance framework	Delivered a robust payment solutions to support BUDI95 fuel subsidy disbursements efficiently

AWARDS AND RECOGNITION

Group Commercial Banking

Credit Guarantee Corporation Bhd
- Best FI Partner (Malaysia)
- Top FI Partner for Bumiputra SMEs (Malaysia)
- Top FI Partner in Islamic Financial Institution (Malaysia)

The Asian Banker Malaysia Awards
- Best Digital SME Financing (Malaysia)
- Best Green Finance Initiative (Malaysia)

Qorus Reinvention Awards – Asia Pacific
- SME Bank of the Year (Malaysia)

Asian Banking & Finance (ABF) Retail Banking Awards
- SME Digital Initiation of the Year (Malaysia)

Global Finance Magazine
- Best Overall Bank for Cash Management (Malaysia)
- Best SME Bank in Indonesia (Indonesia)

Asian Banking & Finance (ABF) Wholesale Banking Awards
- Singapore International Green Financing Bank of the Year (Singapore)

Syarikat Jaminan Pembiayaan Perniagaan (SJPP)
- Top Partner for Financial Institutions (Malaysia)

Group Transaction Banking

Euromoney
- Best Transaction Bank (Malaysia)

The Asset Triple A
- Best Solution – Payments and Collections (Indonesia)
- Best Service Provider – Cash Management (Malaysia)

Mastercard
- Mastercard Awards Best Commercial Volume (Malaysia)

Fintech Futures
- Global Best Tech Overhaul – Front Office (CIMB OCTO Biz)

Global Finance Magazine
- Best Overall Bank for Cash Management (Malaysia)

Asian Banking & Finance (ABF) Wholesale Banking Awards
- Singapore International Cash Management Bank of the Year (Singapore)

FUTURE PROSPECTS

Group Commercial Banking

We will focus on deepening transaction-led relationships, enhancing digital capabilities and expanding customer reach across priority segments. Our strategy centres on improving CASA quality, increasing customer stickiness and capturing a greater share of wallet through more targeted, needs-based propositions. Key priorities include:

- **Scaling transaction-led banking** to strengthen CASA growth and customer stickiness by anchoring relationships around customers' transaction needs and supporting their business growth
- **Implementing a digital-first strategy** to accelerate the adoption of financial solutions by enhancing customer experience through digital innovation, seamless journeys and data-enabled engagement, particularly for digitally savvy segments
- **Driving segment-led coverage and cross-selling** to enhance customer coverage and retention through sharper segmentation, needs-based cross-selling and improved conversion, while deepening penetration in priority segments, including Micro SMEs, via a digital-first approach
- **Leveraging ecosystem and value chain strategies** to capture flows across supplier-distributor networks, strengthening relevance and share of wallet across interconnected customer bases

Guided by the Group's Forward30 strategy, GCB remains focused on building a future-ready franchise that delivers more sustainable contributions to the Group. We aim to create a resilient, scalable earnings base that supports customers' growth ambitions and reinforces our role as a trusted regional partner.

Group Transaction Banking

We will continue to advance our transaction-led strategy, underpinned by digital transformation and client-centric innovation. Our priorities include scaling the rollout of CIMB OCTO Biz across ASEAN, enhancing platform capabilities and expanding real-time payment and collection solutions to deepen client connectivity and engagement. Key priorities for 2026 include:

- **Accelerating digital adoption and platform migration** across cash and trade services to improve scalability and efficiency
- **Harnessing data and analytics** to deliver more tailored solutions and elevate client experience
- **Enhancing regional connectivity** to support cross-border trade and liquidity management across key corridors
- **Driving double-digit growth in digital transaction volumes** through deeper host-to-host and API connectivity, while increasing CASA contribution via solution-led mandates

Collectively, these priorities position GTB to sustain growth, strengthen client relationships and reinforce CIMB's role as a leading transaction banking partner across ASEAN.

Business Review

Group Wholesale Banking



Group Wholesale Banking (GWB) delivered a robust performance in 2025, driven by disciplined execution, deeper client engagement and a more connected regional franchise. Income reached RM6.2 billion, supported by a diversified blend of interest and non-interest income. We delivered 11.8% year-on-year (YoY) in Treasury & Markets income and 27.2% YoY in cross-sell income for Treasury FX and Derivatives products with financial institutions clients. Our investment banking franchise remained top-tier in Malaysia, with 23% domestic market share and a leading regional position with a 10% market share across Malaysia, Indonesia, Singapore and Thailand, on total deal value exceeding USD11 billion. GWB also saw an uplift of around 70% in sustainable finance YoY, with growth of close to 300% in sustainable bonds and sukuk in 2025.

Our ASEAN connectivity remained a clear competitive advantage, supporting steady and resilient cross-border referral flows across key markets. Additionally, we strengthened collaboration across the ASEAN and Greater China through our role as co-host of the 15th China-ASEAN Interbank Association (CAIBA) and 6th ASEAN Plus Three Inter Bank Cooperation Mechanism (APTIBCM) meetings with the China Development Bank. Internally, we introduced a simplified coverage–product model to enhance accountability and become simpler, better and faster.

Chu Kok Wei

WHO WE ARE AND WHAT WE DO

CIMB's GWB is one of ASEAN's leading wholesale banking franchises, offering a full suite of conventional and Islamic banking solutions across loans and specialised financing, liquidity and cash management, treasury products, investment banking advisory and stockbroking services. Our client segments include corporates, sovereigns, public sector, financial institutions and high-net-worth clients.

GWB's regional model is anchored in Malaysia, Singapore, Thailand and Indonesia, complemented by international hubs in Hong Kong, Shanghai and London. This network allows us to deliver cross-market solutions, deep sector insights and consistent client experience, supported by dedicated coverage teams and strong product capabilities.

OUR 2025 HIGHLIGHTS

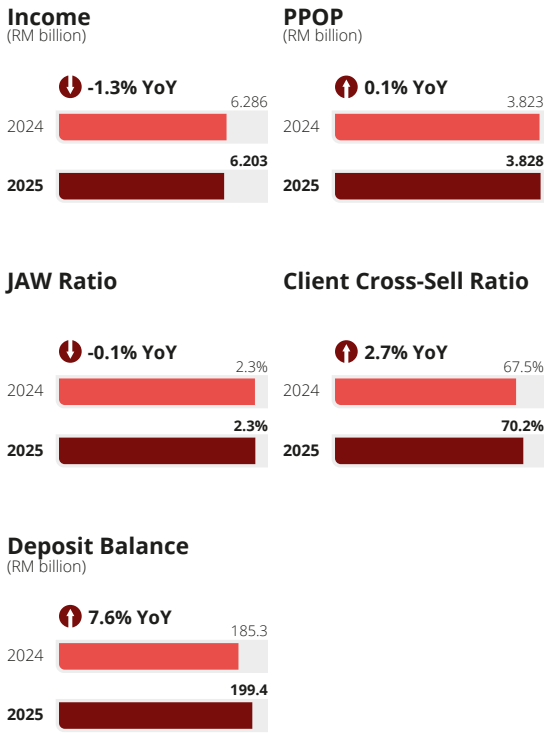
FINANCIAL PERFORMANCE

GWB recorded a solid performance across all major business lines, supported by resilient client activity regionally. Earnings were led by stronger cross-sell income, mainly driven by Treasury & Markets flows, continued momentum in loans and cash, improved Private Banking income and record-high Asset Under Management (AUM) of over RM100 billion; all of which contributed to topline growth.

Operating discipline remained a core strength. For the third consecutive year, income growth outpaced cost growth, with a positive JAW of 2.3% and an improved Cost-to-Income Ratio of 38.3%. Asset quality stayed robust with a second consecutive year of net provision writebacks amounting to RM682 million. This reflects not only the quality of our regional portfolio but also the effectiveness of our credit risk management in identifying emerging risk early and enabling proactive recovery actions.

The investment banking franchise maintained leading positions in Debt Capital Markets (DCM) and Equity Capital Markets (ECM) across ASEAN, supported by landmark mandates including Khazanah Nasional Berhad's USD500 million exchangeable bond, SD Guthrie Berhad's RM2.1 billion sustainability-linked sukuk – the largest of its kind in Malaysia – and MR. D.I.Y. Holding (Thailand) PCL's THB5.6 billion IPO, the largest in Thailand by market capitalisation since 2022.

Cross-border activities remained a key contributor to our regional franchise, supported by rising client flows across ASEAN. In parallel, GWB maintained strong focus on cross-selling across treasury, investment banking and deposits solutions through deeper collaboration between coverage and product teams. Approximately half of GWB's total income was generated outside Malaysia, underscoring the strength of our diversified regional footprint. Cross-sell momentum was further amplified by cross-division collaboration with the Consumer and Commercial Banking segments from which over 50% of Treasury sales income emanated.



NON-FINANCIAL PERFORMANCE

Sustainable Finance

Delivered strong progress in sustainable finance through pioneering issuances and multi-currency green facilities, including advising on PNB Merdeka Ventures Sdn Bhd's landmark RM6 billion Sustainability Merdeka Sukuk Wakalah – the largest corporate sustainability sukuk in the ASEAN region – reinforcing CIMB's leadership in regional sustainable financing.

Regional Market Leadership

Our Investment Bank continued to reinforce its leadership position in Malaysia while further expanding its presence in Indonesia, Singapore and Thailand. We achieved the top ranking in Malaysia, Indonesia, Singapore, and Thailand (MIST) by deal value across ECM, DCM and Mergers and Acquisitions (M&A), with both the ECM and DCM franchises leading the league table in MIST.

Global Market and Leadership Engagement

Co-hosted investor engagement sessions in London and New York with Malaysia Minister of Finance II and Governor of Bank Negara Malaysia, moderated by CIMB, reinforcing our influence in global market discussions.

Signed a cooperation agreement with the Asian Infrastructure Investment Bank to mobilise financing for sustainable and technology-enabled infrastructure projects across the ASEAN region.

For more information on our sustainable finance deals, please refer to pages 95 to 96 in the Sustainability Report 2025.

STAKEHOLDER VALUE CREATION

	SHAREHOLDERS	CUSTOMERS	EMPLOYEES	REGULATORS	COMMUNITIES
EXPECTATIONS	Navigate market volatility while maintaining profitability and high return on capital	Provide end-to-end client-centric support to advance clients	Establish clear roles and accountabilities for better transparency in performance management	Support financial system stability by maintaining sound conduct, prudent risk management and orderly market conditions across FX and capital markets	Create positive impact within the communities we operate in
VALUE CREATED	PBT grew 17.2% YoY and JAW ratio continued to be positive at 2.3%	Driving a "one-bank" view for clients with the formalised regional account management structure	Clear role ownership implemented across relationship management and product partners functions, improving efficiency and evaluation transparency in performance tracking	Strengthened FX franchise across key ASEAN markets, enhancing liquidity and providing clients with better execution, hedging support and cross-border risk-management solutions	Sustainable finance grew by 72% YoY, across financing, bonds, sukuk, and sale of ESG funds and bonds

Business Review

EXTERNAL LANDSCAPE: KEY RISKS & OPPORTUNITIES

RISK	OPPORTUNITY	STRATEGIC RESPONSE
Volatile market environment and geopolitical risks	Heightened market volatility increases demand for risk-management solutions and presents investment opportunities	We enhanced client support through targeted education, product innovation, and data-driven insights. These initiatives equip clients with structured hedging tools and diversified investment options to navigate market uncertainty effectively
Climate change and regulatory pressure to transition	Stronger regulatory pressure for decarbonisation presents opportunities to support clients' transition journeys	Offer a wide suite of sustainable finance products, transition financing and sustainability-linked solutions to help clients meet emerging climate requirements
Disruptive technologies	Rising interest in digital assets and emerging technologies is opening new growth areas in ASEAN	Explore emerging digital asset opportunities, including tokenisation use cases in Malaysia and across ASEAN, while deepening client engagement and strengthening GWB's digital led value proposition

HOW WE DRIVE VALUE

FORWARD30 IN ACTION

Through the 4Cs, GWB converts market challenges into competitive advantage by strengthening regional flows, expanding sustainable finance, building a resilient deposit base and enabling faster, more integrated delivery across ASEAN.

STRATEGIC MOVES – 4Cs	KEY INITIATIVES	RESULTS
Capital and resources: Reallocate and optimise	Ongoing monitoring and maximising of financial capital allocation across business segments to strengthen returns	Maintained positive momentum with YoY growth in risk-adjusted return on capital in 2025
	Optimisation of business operating model with clear roles and accountability to support the regional GWB business	Formalised our regional account management structure to reinforce clear client ownership and accountability across the region
Cash: Build deposit franchise	Deepening relationships within the existing client base while broadening coverage across priority industries	Deposit balance remained resilient, recording 6.9% YoY growth despite market volatility
Cross-sell: Increase returns	Strengthening the "one-bank" approach to deliver integrated solutions and seamless client experience	Client cross-sell ratio improved to 70.2%, driven by income surge in Treasury FX and Derivatives products with financial institutions and corporate clients, current and savings account with Private Banking clients
	Continued uplift in Treasury, Investment Banking and Deposit income through stronger collaboration and product alignment	Delivered 11.8% YoY growth in Treasury & Markets income, alongside multiple awards won for IB and Treasury such as: 1. Best FX Bank for Hedging Requirements (Corporates & FIs) – CCS, IRS, Forward & Options by Alpha Southeast Asia 18th Treasury & FX Awards 2025 2. Best Bond and Equity House in Malaysia by Alpha Southeast Asia 19th Best FI Awards 2025
Capabilities: Simpler, Better, Faster	Digitalisation and automation of front-to-back processes to improve efficiency, consistency and turnaround times	CIR improved to 38.3%, supported by discipline cost management alongside continued investment in technology to strengthen digital resilience and operational efficiency

AWARDS AND RECOGNITION

Alpha Southeast Asia 18th Treasury & FX Awards 2025
- Best FX Bank for Corporates & FIs
- Best FX Bank for Hedging Requirements (Corporates & FIs) – CCS, IRS, Forward & Options
- Best Corporate Treasury Sales and Structuring Team

Alpha Southeast Asia 19th Best FI Awards 2025
- Best Bond House (Malaysia)
- Best Equity House (Malaysia)

The Asset Triple A Islamic Finance Awards 2025
- Sukuk Adviser of the Year
- Best Sustainability-Linked Sukuk
- Best Islamic Equity Deal
- Best Sukuk – Financial Institution

The Asset Triple A Private Capital Awards for Private Banks, Wealth and Investment Bank Advisers, Solutions and Index Providers 2025
- Best Bank for Investment Solutions (Malaysia and Thailand)
- Best Bank for Investment Solutions, Equity (Thailand)
- Best Bank for Investment Solutions, Credit (Malaysia)
- Best Bank for Investment Solutions, FX (Malaysia and Indonesia)
- Best Bank for Investment Solutions, Rates (Malaysia, Indonesia and Thailand)
- Best Bank for Investment Solutions, Commodities (Malaysia and Thailand)
- Best Structured Investment and Financing Solutions – Rate: Callable Inverse Floater (Malaysia)
- Best Structured Investment and Financing Solutions – Commodities: Bullish Sharkfin Note (Thailand)

The Asset Triple A Treasuries Awards 2025
- Best Payments and Collections Solutions (Indonesia)

IFR Asia Awards 2025
- Bond House (Malaysia)

Asian Banking and Finance Corporate and Investment Banking Awards 2025
- Corporate and Investment Bank of the Year (Malaysia and Indonesia)
- Corporate Client Initiative of the Year (Indonesia)
- IPO Deal of the Year (Malaysia)
- Syndicated Loan of the Year (Indonesia and Singapore)

Asian Banking and Finance Wholesale Banking Awards 2025
- Domestic Cross-Border Service Initiative of the Year (Indonesia)
- Domestic Project Finance Bank of the Year (Indonesia)
- International Cash Management Bank of the Year (Singapore)
- International Green Financing Bank of the Year (Singapore)

FinanceAsia Awards 2025
- Best Investment Bank (Malaysia)
- Best M&A House (Malaysia)
- Best ECM House (Malaysia)
- Best DCM House (Malaysia)

Asia Risk House Awards 2025
- Derivative House of the Year (Indonesia and Thailand)

FUTURE PROSPECTS

As we move into 2026, we remain vigilant amid expectations of geopolitical uncertainty, trade frictions and an uneven recovery across global markets. At the same time, the past year has demonstrated that our diversified franchise and exposure to structurally growing markets – including ASEAN – have delivered resilience, providing a strong foundation from which to navigate potential volatility.

Within this environment, GWB will stay focused on delivering prudent growth and sustainable returns under the Forward30 strategy. We will continue strengthening client primacy through a more streamlined operating model, anchored by clear accountability for each client and closer regional coordination. We will also deepen collaboration across businesses to enhance cross-sell, grow deposits and support clients' needs through consistent service delivery.

Investments in digitalisation and process simplification will remain core, improving efficiency and turnaround as we scale regional platforms and front-to-back automation. Overall, while external conditions may remain fluid, our disciplined execution and integrated ASEAN franchise position us to navigate risks and support clients effectively.

Guided by Forward30, we will continue to leverage the 4Cs to diversify income, enhance sustainable returns and support responsible growth to advance our customers and society. Our regional footprint will remain a key differentiator as we deepen support for cross-border flows, while a stronger "one-bank" approach, more disciplined performance tracking and sharper competitive positioning will reinforce our cross-sell engine. We will also focus on building a more resilient deposit franchise and further uplifting Treasury and Investment Banking income to sustain long-term value creation.

Business Review

Group Islamic Banking



2025 marked another year of steady progress for Group Islamic Banking (GIB), as we continued to advance our 'Islamic First' strategy within a dynamic operating environment characterised by moderating global growth. During the year, we intensified our efforts to develop unique-to-Islamic proposition to deliver differentiated, value-based solutions to our customers. At the same time, we advanced our Shariah spin-off strategy in Indonesia, laying the groundwork to strengthen our platform and positioning for long-term growth. In Malaysia, we continued to align our initiatives with national priorities which includes positioning the country as a global leader in Islamic finance.

Throughout the year, we continued to strengthen our funding base by growing our Current Account Savings Account (CASA) franchise and investment account (IA) balances, while further diversifying and expanding our non-financing income streams. In tandem, we advanced our sustainability agenda by supporting the growth of local SMEs, deepening community engagement and broadening financing opportunities in the green and social economy. Alongside these efforts, we enhanced digital operational resilience while maintaining disciplined cost management to support performance.

Ahmad Shahriman Mohd Shariff

WHO WE ARE AND WHAT WE DO

GIB represents the Group's Islamic banking and financial services franchise, offering a comprehensive suite of innovative shariah-compliant solutions across financing, deposits, investments, bancatakaful, capital markets, cash management and securities services. Our offerings cater to a diverse customer base across ASEAN, spanning individual, commercial, corporate and institutional segments.

Anchored in Islamic business principles, we uphold robust shariah governance and compliance across the Group. Through our 'Islamic First' strategy, we aim to widen the reach and relevance of Islamic products while delivering world-class solutions that embed economic, environmental, social and governance (EES&G) considerations through a value-based Islamic finance approach.

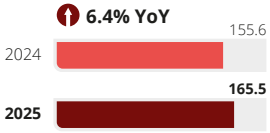
OUR 2025 HIGHLIGHTS

FINANCIAL PERFORMANCE

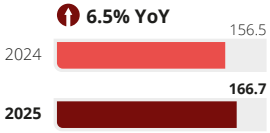
The Bank delivered resilient revenue performance during the year, supported by effective funding strategies and disciplined margin management. Despite a declining interest rate environment, we maintained a stable Net Financing Margin through proactive pricing discipline, optimisation of our funding mix and continued growth in lower-cost deposits.

Balance sheet growth remained healthy and well-balanced. Financing expansion was driven primarily by growth in the wholesale segment, alongside increasing adoption of our cash management solutions among commercial clients, strengthening our position as their main operating current account (MOCA) bank. In Indonesia, we also continued to advance community-based financing initiatives, supporting inclusive growth while broadening our regional portfolio.

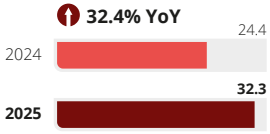
Financing
(RM billion)



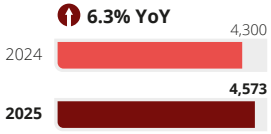
Deposits
(RM billion)



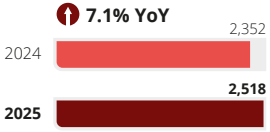
Investment Account
(RM billion)



Operating Income
(RM million)



PBT
(RM million)



NON-FINANCIAL PERFORMANCE

Pledged RM2.2 million to deliver essential food and financial aid to over 40,000 underserved individuals across 109 locations in 14 states, in conjunction with Ramadan and Hari Raya.

Published a market leading Shariah research paper on carbon credits, in collaboration with International Center for Education in Islamic Finance (INCEIF). The paper provides foundational Shariah guidance to support market development, product structuring and broader industry confidence in Islamic participation in carbon markets.

Reaffirmed commitment to environmental stewardship through EcoSave-i savings account, pledging RM20 million to support environmental conservation initiatives nationwide from 2026 to 2030. The initiative channels funds towards biodiversity protection, ecosystem restoration and community-led programmes across Malaysia, demonstrating how Islamic finance can drive meaningful and lasting environmental impact.

Pledged RM2.4 million to expand its flagship iTEKAD Programme comprising three key initiatives — iTEKAD *Program Keusahawanan* CIMB Islamic–Taylor's, the Rider Entrepreneur *Asnaf* Programme and the Melon Manis Terengganu Graduate Agropreneur Programme. The expanded programme aims to empower up to 220 micro-entrepreneurs, gig workers and agropreneurs through financing, training and capacity-building support.

Engaged 600+ SMEs in 2025, providing financial guidance, business tools, and digital solutions. Key partners included Northern Corridor Implementation Authority (NCIA), Iskandar Regional Development Authority (IRDA), Regional Corridor Development Authority (RECODA), Malaysia Investment Development Authority (MIDA), Malaysia External Trade Development Corporation (MATRADE), Credit Guarantee Corporation (CGC), Syarikat Jaminan Pembiayaan Perniagaan (SJPP), Malaysia Aquaculture Development Associations (MADA), The Selangor & Kuala Lumpur Foundry & Engineering Industries Associations (SFEIA) and tech partners like MesinKira, T-Robot, BiiPower, and TeraVa. These collaborations helped SMEs boost productivity, resilience and sustainable growth.

Business Review

EXTERNAL LANDSCAPE: KEY RISKS & OPPORTUNITIES

RISK	OPPORTUNITY	STRATEGIC RESPONSE
Intensifying competition for deposits across Islamic banking landscape, coupled with rate sensitivity among customers, posed a risk to funding stability and balance sheet growth	Strengthen the Bank's Investment account franchise by deepening customer engagement, enhancing product awareness and positioning IA as a preferred wealth-building solution	The Bank rolled out a nationwide IA mobilisation Programme, leveraging targeted campaigns, branch activation initiatives and enhanced relationship management efforts. This strengthened customer confidence and participation, resulting in a strong growth in IA balancing and reinforcing the Bank's funding base
Evolving customer expectations for seamless digital banking experiences, coupled with increasing fintech competition and slower SME onboarding process, posed a risk to customer acquisition, operational efficiency, and market relevance. Additionally, traditional collateral requirements could also limit financing growth among viable but asset light businesses	Accelerate digital transformation to enhance customer accessibility and improve onboarding efficiency, while expanding financing access to underserved and emerging businesses through more flexible Shariah-compliant structures	In 2025, the Bank strengthened its digital capabilities through the rollout of digital account opening solutions and enhancements to its online business banking platform. The Bank also introduced greater flexibility in collateral-free financing solutions to support viable businesses, particularly SMEs, in accessing funding
As CIMB Niaga Syariah progresses through its planned spin-off, the transition may pose potential liquidity management challenges as the entity prepares to operate as a standalone Islamic banking institution	The growing Islamic community segment in Indonesia presents a significant opportunity to deepen engagement with faith-based communities and broaden the deposit base through tailored Shariah-compliant financial solutions	Rolled out its Shariah Community Strategy, tapping into new segments and expanding beyond traditional retail through dedicated branches and specialised sales teams targeting key Islamic communities. This approach aims to build stronger relationships, mobilise deposits and establish a resilient liquidity foundation for the standalone entity

HOW WE DRIVE VALUE

FORWARD30 IN ACTION

STRATEGIC MOVES – 4Cs	KEY INITIATIVES	RESULTS
Capital and resources: Reallocate and optimise	Rolled out a nationwide IA mobilisation programme, engaging branches to strengthen frontline capability, collaboration, and focus on IA offerings	• Recorded a strong growth of 28% in IA balances, amounting RM35.1 billion (2024: RM7.7 billion), reflecting the impact of the structured IA mobilisation initiative • Achieved the highest YoY growth (35.7%) in Unrestricted IA • Increased CIMB's Unrestricted Investment Account market share to 34.6%
	Dedicated growth engine in CIMB Niaga Syariah designed to accelerate market expansion and establish leadership in the Islamic banking sector. Key initiatives included expanding the Shariah branch network, implementing network transformation efforts and enhancing specialised sales and service capabilities to deepen engagement with the Islamic community. These strategic moves strengthened our market presence and built a solid foundation ahead of the planned spin-off	• Total Shariah funding grew from IDR40.7 trillion in 2023 to IDR48.2 trillion in 2025 • CASA grew from IDR26.2T in 2023 to IDR30.7T in 2025 • Expanded network and salesforce enabled deeper market penetration, improved customer engagement and supported the spinoff strategy
Cash: Build deposit franchise	Launched SME outreach programmes and an internal playbook to provide advisory support and equip sales teams with a structured approach to scale SME clients through SMEBizReady value-based financing	• Approved RM1.6 billion to develop programmes under SMEBizReady
	Ran three targeted campaigns aimed at increasing adoption of our cash management solutions among commercial clients, strengthening our position as their MOCA bank	• Through our year-end campaigns, successfully drove a total uplift of RM261 million reflecting strong engagement and traction with our target businesses
Cross-sell: Increase returns	Delivered the full Islamic Legacy Planning suite through the launch of *Rancang Harta Sepencarian* and *Rancang Hibah*, complemented by targeted enhancements across Takaful and investment offerings, including Sun Enrich Extra-i, Banca Financing for Purchase Price Gap Takaful and Secure Warranty Takaful, and Islamic Equity SharkFin. These new and enhanced product launches served as key enablers of the Islamic Wealth Management proposition, strengthening cross-sell execution and deepening wealth penetration within the high-net-worth segment	• This in return drove sustained value creation, collectively resulting in an 8% year-on-year increase in Islamic Wealth Management Assets Under Management
Capabilities: Simpler, Better, Faster	Digitalised the DURIAN-i account opening process, providing a seamless online onboarding experience	• Increased customer satisfaction through reduced wait time and paperwork which led to a 41% increase in account balances and 67% increase in new accounts opened in 2025
	Launched CIMB OCTO Biz and SMEFlexiCash-i to empower business growth and strengthen connectivity across ASEAN	• CIMB OCTO Biz: Enabled smarter onboarding, real-time insights, and seamless cross-border capabilities through CIMB OCTO Biz • SMEFlexiCash-i: Provided flexible and collateral-free financing and daily sales–based repayment for businesses

Business Review

STAKEHOLDER VALUE CREATION

	SHAREHOLDERS	CUSTOMERS	EMPLOYEES	REGULATORS	COMMUNITIES
EXPECTATIONS	Achieve stability, respond to customers' needs and deliver resilient growth and sustainable returns	Provide robust financial facilities and tailored financial education that meet the dynamic and evolving needs of our customers	Invest in building digital and technical capabilities that complement Islamic finance expertise and enhance solution delivery	Continuously align with evolving regulatory standards to maintain a strong liquidity position and support society's needs	Empower communities to value their ecosystems while contributing to environmental conservation
VALUE CREATED	• Despite a challenging environment, in the past year, our operating income showed a healthy growth of 6.3% with NFI growing 2.7% and OI growing by 24.3% • This was supported by 6.5% growth in customer deposits and a stronger CASA ratio of 29.6%	• Expanded Islamic Legacy Planning proposition by launching Rancang Hibah and Harta Sepencarian to better support customers in structuring their wealth and legacy plans • Strengthened our advisory bench by certifying 24 Private Wealth Relationship Managers with Islamic Financial Planning qualifications, enabling more customised and value-based wealth planning conversations	• Employees completed a total of 7,150 hours of non-mandatory training, accounting for 75.7% of total training hours, reflecting a strong culture of continuous learning and self-driven professional development • High-potential employees were nominated to participate in CIMB's signature leadership development programmes, strengthening the leadership pipeline and preparing future leaders within the organisation • Employees were also supported in pursuing various technical certification programmes, including AQIF, CQIF, IQIF and CMSRL, to deepen specialised expertise and strengthen professional competencies across the Bank	• Approved RM1.75 billion Value-Based Financing benefitting over 900 SMEs to support those in high growth and high value sectors • This was achieved under the SMEBizReady Programme via structuring four Bank Negara Malaysia – funded facilities into a comprehensive financing solution	• Contributed RM1 million for a 2-year programme to The Habitat Foundation and Penang Institute, to be channelled towards conservation efforts in Penang Hill Biosphere Reserve (PHBR) and Royal Belum State Park via CIMB EcoSave-i: Our Nature, Our Treasure initiative

AWARDS AND RECOGNITION

IFN Best Banks Poll 2025
- Best Islamic Bank in Malaysia

The Asset Triple A Islamic Finance Awards 2025
- Best Islamic Finance Retail Bank
- Best Islamic Finance Sukuk House in Malaysia
- Best Islamic Bank for Investment Solutions
- Sukuk Adviser of the Year
- Best Islamic Investment Bank
- Best Sustainability-Linked Sukuk
- Best Islamic Banking Product – SMEBizReady
- Best Islamic Banking Product – Low-Carbon Transition Facility-I
- Best Islamic Banking Product – SMEBizReady
- Best Islamic Banking Product – Low-Carbon Transition Facility-I

Graduates' Choice Award
- Graduates Choice of Employer to Work for in 2026 – #3 in Islamic Bank Category

FUTURE PROSPECTS

Looking ahead, we anticipate meaningful growth and continued strengthening of our market position, as we remain well-positioned to seize the opportunities ahead.

In alignment with our Forward30 strategy, GIB will prioritise:

- Advancing Sustainable Islamic-First Growth: Positioning CIMB as the preferred Islamic-first financial institution by embedding Shariah principles across products, services and customer experiences.
- Deepening Penetration into Affinity Segments: Expanding engagement with key affinity segments, including communities, professional bodies, SMEs and youth, through tailored value propositions and targeted outreach initiatives.
- Delivering Distinctive and Innovative Islamic Solutions: Introducing innovative Shariah-compliant products that address evolving customer needs while supporting long-term financial well-being.
- Driving Sustainability Awareness and Participation: Championing sustainability engagement and developing internal and external capabilities in Malaysia, Indonesia and Singapore.
- Prioritising the CIMB Niaga Syariah Spin-Off: Accelerating compliance, capability building and market readiness to enable its transition into a full-fledged Islamic bank and enhance our ability to serve Sharia consumer and SME segments.

Regional Notable Deals

REGIONAL EQUITY CAPITAL MARKETS DEALS

AGRIFOOD RESOURCES HOLDINGS SDN BHD

RM437.9 million (USD103.5 million) multi-tranched secondary placement of Farm Fresh Berhad shares

CAPITALAND MALAYSIA TRUST

RM250.0 million (USD59.1 million) primary placement of CapitaLand Malaysia Trust's new units

INSTITUTIONAL FUNDS

RM3.2 billion (USD763.5 million) secondary placements of 11 publicly-listed companies' shares

IOI CORPORATION BERHAD

RM334.0 million (USD80.6 million) block trade of IOI Corporation treasury shares

KHAZANAH NASIONAL BERHAD

RM1.7 billion (USD410.1 million) secondary placement of Tenaga Nasional Berhad shares

KHAZANAH NASIONAL BERHAD

RM128.0 million (USD30.4 million) secondary placement of TIME DotCom shares

KIP REAL ESTATE INVESTMENT TRUST

RM130.1 million (USD30.7 million) multi-tranched primary placement of KIP Real Estate Investment Trust's new units

MR. D.I.Y. HOLDING (THAILAND) PCL

THB5,633.0 million (USD173.0 million) Initial Public Offering on the Stock Exchange of Thailand

ORKIM BERHAD

RM368.0 million (USD89.4 million) Initial Public Offering on the Main Market of Bursa Malaysia

PAVILION REAL ESTATE INVESTMENT TRUST

RM360.0 million (USD84.7 million) primary placement of Pavilion Real Estate Investment Trust's new units

PT YUPI INDO JELLY GUM TBK

IDR2,042.1 billion (USD123.8 million) Initial Public Offering of PT Yupi Indo Jelly Gum Tbk on the Indonesia Stock Exchange

RAINFOREST CAPITAL SDN BHD & FARMCHOICE FOODS SDN BHD

RM132.5 million (USD32.3 million) secondary placement of Farm Fresh Berhad shares

REGIONAL DEBT CAPITAL MARKETS DEALS

AXIS REIT SUKUK TWO BERHAD

Senior Sukuk issuance of RM300.0 million in nominal value pursuant to an Islamic Notes Issuance Programme of up to an aggregate amount of RM3.0 billion in nominal value for the issuance of Senior Islamic Medium Term Notes ("Senior Sukuk") and/or Subordinated Perpetual Islamic Notes based on the Shariah principle of Wakalah Bi Al-Istithmar

BANK TABUNGAN NEGARA PERSERO TBK PT

Senior Social Bonds IDR300.0 billion via first shelf registration programme tranche 1 and Subordinated Bonds IDR2,000.0 billion via first shelf registration programme tranche 1

CP AXTRA PUBLIC COMPANY LIMITED

THB36,000.0 million Senior Unsecured Debentures

ECO WORLD PERPETUAL CAPITAL BERHAD

Perpetual Sukuk Wakalah issuance of RM800.0 million in nominal value under its Perpetual Sukuk Wakalah Programme of RM2.0 billion in nominal value, guaranteed by Eco World Development Group Berhad

GULF DEVELOPMENT PCL

THB30,000 million Senior Unsecured Debentures

GULF ENERGY DEVELOPMENT PCL

THB30,000 million Senior Unsecured Debentures

IREIT GLOBAL

SGD85.0 million 6.0% Senior Unsecured Fixed Rate Green Notes due 2028

KHAZANAH NASIONAL BERHAD (VIA CERAH CAPITAL LTD.)

USD500.0 million 2.25% Guaranteed Exchangeable Bonds due 2030 Exchangeable into Ordinary Shares of Tenaga Nasional Berhad

PNB MERDEKA VENTURES SDN. BERHAD

Establishment of Islamic Medium Term Notes programme of up to RM6.0 billion in nominal value, allowing issuances of Sustainability Sukuk and non-Sustainability Sukuk

PT CIMB NIAGA AUTO FINANCE

Senior Sukuk IDR1,600.0 billion via first shelf registration programme tranche 2

Senior Sukuk IDR1,500.0 billion via first shelf registration programme tranche 3

PTT GLOBAL CHEMICAL PCL

THB10,000.0 million Perpetual Debentures

PT INDONESIAN PARADISE PROPERTY TBK

IDR500.0 billion CGIF Guaranteed Senior Bonds

PT PEGADAIAN PERSERO

Senior Bonds IDR4,457.3 billion via sixth shelf registration programme tranche 2, Senior Sukuk Mudharabah IDR1,751.9 billion via third shelf registration programme tranche 4, Senior Social Bonds IDR1,939.8 billion via first shelf registration programme tranche 2

PUB, SINGAPORE'S NATIONAL WATER AGENCY

SGD500.0 million 2.486% Senior Fixed Rate Green Notes due 2055

QUALITAS SUKUK BERHAD

Senior Sukuk Wakalah issuance of RM485.0 million in nominal value and Perpetual Sukuk Wakalah issuance of RM195.0 million in nominal value under its RM2.5 billion Sukuk Wakalah Programme

SD GUTHRIE BERHAD

Senior Sustainability-linked Sukuk issuance of RM2.1 billion under its Islamic Notes Issuance Programme of RM5.0 billion, allowing for issuance of senior and/or perpetual sukuk

SYARIKAT TAKAFUL MALAYSIA KELUARGA BERHAD

Tier 2 Subordinated Sukuk issuance of RM500.0 million in nominal value under its Tier 2 Subordinated Sukuk Programme of RM1.0 billion in nominal value

TG TREASURY BERHAD

Issuance of RM800.0 million Senior Sukuk from its RM3.0 billion Islamic Notes Issuance Programme

VISIONARY HERITAGE BERHAD

Issuance of an aggregate of RM114.0 million Green Islamic asset-backed securities ("ABS") sukuk by Visionary Heritage Berhad (an orphan special purpose vehicle) under its multi-currency ABS sukuk programme of RM2.0 billion (or its equivalent in other currencies)

REGIONAL LOAN MARKETS & SYNDICATION DEALS

LEMBAGA PEMBIAYAAN EKSPOR INDONESIA

USD500.0 million Syndicated Term Loan Facility

MARINA BAY SANDS PTE. LTD.

SGD12,000.0 million Syndicated Senior Secured Credit Facilities

PT BANK MANDIRI (PERSERO) TBK

USD1,000.0 million Syndicated Term Loan Facility

PT IMG SEJAHTERA LANGGENG

USD400.0 million Senior Syndicated Loan Facilities with a Green Tranche

PT INDOMOBIL FINANCE INDONESIA

USD350.0 million Syndicated Term Loan Facility

STRATEGIC SONATA SDN BHD

RM2.0 billion Syndicated Term Loan Facility

WG DATA HUB SDN BHD (DAYONE GROUP)

Syndicated Financing Facilities comprising RM7.5 billion Onshore Murabahah Term Facility and a USD1.7 billion Offshore Term Loan Facility

REGIONAL MERGER AND ACQUISITION DEALS

PT WAHANA INTI NUSANTARA (SHAREHOLDER OF SMARTFREN)

USD6.5 billion merger of Smartfren and Smart Telecom with XL Axiata

Sustainability Statement

ABOUT THE CIMB GROUP SUSTAINABILITY STATEMENT

SCOPE AND REPORTING BOUNDARY

This Sustainability Statement contains an overview of our sustainability performance. For more comprehensive information and data, please refer to our Sustainability Report 2025.

All information in this Sustainability Statement and our Sustainability Report, including the Performance Data Supplement, covers the period from 1 January 2025 to 31 December 2025, unless otherwise stated, and includes CIMB Group's Principal Activities as defined in the financial statements. The entities, assets and operations covered are consistent with those included in the Group's financial statements. The Group primarily applies the operational control approach to define its organisational boundary for operational emissions management, covering assets and activities over which CIMB has full authority to implement its operational policies. We have adhered to the principles of balance, comparability, clarity, completeness, reliability and accuracy, reflecting our commitment to transparency and accountability. Our previous report was published in March 2025.

REPORTING STANDARDS: A CLEAR AND BALANCED ACCOUNT FOR STAKEHOLDERS

We aim to provide meaningful and transparent information that supports informed decision-making. The Sustainability Statement and our Sustainability Report 2025 have been prepared in line with recognised best practices and reporting standards, and adhere to applicable local and international guidelines and frameworks, including:

- Global Reporting Initiative (GRI) Standards 2021
- IFRS Sustainability Disclosure Standards as issued by the International Sustainability Standards Board (ISSB), in line with Bursa Malaysia's Main Market Listing Requirements (MMLR)

The prescribed table required under the MMLR has been included in the Performance Data Supplement of the Sustainability Report. Additionally, relevant disclosure topics under the Sustainability Accounting Standards Board (SASB) standards have also been referred to and considered in preparing the report. In preparing the Sustainability Report, the Group has applied permitted transition reliefs allowed under both the IFRS Standards and the MMLR:

- Relief to disclose information on only climate-related risks and opportunities (in accordance with IFRS S2) and consequently apply the requirements of IFRS S1 only insofar as they relate to the disclosure of information on climate-related risks and opportunities. In applying this relief, we are not required to disclose comparative information in the first annual reporting period
- Relief to focus on providing climate-related disclosures for principal business segments
- Relief to not disclose Scope 3 GHG emissions (IFRS S2 Paragraph C4(b)), except for categories already required by applicable entities' respective regulators

RELIABILITY: ASSURANCE OF QUALITY

We continue to strengthen the quality and credibility of our sustainability data through the following measures:

- Selected sustainability indicators have been independently assured by PwC Malaysia, in accordance with the International Standard on Assurance Engagements (ISAE) 3000
- Our internal audit team has reviewed additional selected indicators for accuracy and completeness

We are progressively expanding the scope of assurance to strengthen data reliability and transparency.

FEEDBACK AND REVIEW FOR CONTINUOUS IMPROVEMENT

We welcome feedback, questions and suggestions on how we can further enhance the clarity and usefulness of our sustainability disclosures. Your insights help us improve how we communicate our progress and impact.

Please contact:

Luanne Sieh
Group Chief Sustainability Officer
sustainability@cimb.com

CIMB'S SUSTAINABILITY STRATEGY 2030

FORWARD30



Luanne Sieh
Group Chief Sustainability Officer

"We embarked on this journey because we believe the way we do business matters. Sustainability is about creating value for our stakeholders over the longer-term through a business that is resilient, forward-looking and built to last. Every decision matters — a chance to create positive impact and to do something that genuinely matters."

How banks act in the years ahead will influence whether ASEAN's transition is orderly, inclusive and resilient. For CIMB, this moment calls for leadership that shapes real outcomes for economies, businesses and communities across our region. Our Forward30 sustainability strategy is our response to this responsibility, and how we deliver our purpose of Advancing Customers and Society.

Shifting from alignment to action, Forward30 moves CIMB beyond setting targets and policies to accelerating measurable impact where it matters. Over the next few years, we will build on the progress and lessons from Forward23+, during which we met our headline commitments and gained recognition across global sustainability indices. Forward30 sets out how we will scale impact with intentionality and accountability, focusing on three priorities to support a more sustainable and inclusive ASEAN:

- We support our customers in transitioning to lower-carbon, more inclusive business models by offering sustainable finance, strategic advice and partnerships. This includes helping them manage environmental and social risks, enhance competitiveness and seize opportunities in a rapidly evolving climate and regulatory landscape
- We are strengthening the integration of environmental and social risk considerations across our portfolio to enhance financial resilience and to avoid harm to people and planet. This reflects our disciplined approach to capital allocation and risk management and supports effective delivery of our net zero commitments
- We invest in people and communities to promote shared prosperity. Through economic empowerment and financial inclusion programmes, we enable underserved businesses and individuals to access affordable financial services as a foundation for financial well-being

EMPOWERING OUR CUSTOMERS

Support clients' transition

Mobilise RM300 billion of sustainable finance by 2030
- Tripled target from RM100 billion for the 2021 to 2024 period, to RM300 billion through 2030
- Mobilised RM156.8 billion to date, with approximately 60% from sustainability-themed finance and 40% from economic inclusion for SMEs and low-income individuals

SECURING OUR FUTURE

Strengthen integration of environmental and social risks

Achieve Net Zero overall GHG emissions by 2050
- On track

Align emissions of six priority sector portfolios with reference scenario pathways by 2030
- Four out of six sector-specific 2030 interim targets are tracking in line with their reference scenarios, based on latest 2024 data

Achieve operational net zero GHG emissions (Scope 1 and 2) by 2030
- Reduced emissions in 2025 by 50% compared to our 2019 baseline

DRIVING PURPOSE THROUGH ACTION

Invest in people and communities

Maintain top quartile position on the S&P Global CSA
- 88th percentile, based on latest available ranking in 2025

Disburse RM150 million of community investments from 2021 to 2025
- RM153.2 million disbursed from 2021 to 2025, and committed to disburse a further RM200 million from 2026 to 2030

Contribute 120,000 volunteering hours annually through to 2030
- Contributed over 200,000 volunteer hours in 2025 to local communities

Headline commitments

Sustainability Statement

In 2025, we continued to embed and accelerate sustainability into the way CIMB operates, manages risk and creates long-term value for stakeholders across ASEAN. As we embarked on the implementation of our Forward30 sustainability strategy, we focused on strengthening governance, supporting customers through a rapidly evolving economic and regulatory landscape, and delivering meaningful impact for communities.

EMPOWERING OUR CUSTOMERS

Across ASEAN, businesses and individuals are adapting to rapid digital, economic and sustainability changes, increasing demand for accessible and reliable banking services. We continue to enhance our green and transition finance offerings while improving customer service. We also strengthened digital platforms, cybersecurity, and data and AI governance to support customers in a more connected and complex environment.

- CIMB Malaysia was ranked among the top three for customer experience in the market in an industry-wide survey
- Met 92% of core customer experience service level agreement indicators across Malaysia, Indonesia, Singapore and Thailand
- Achieved 99.95% and 99.97% service uptime for retail banking and non-retail digital applications platforms, respectively
- Introduced the Extra Care initiative, which provides tailored support to customers who may require additional assistance, including elderly individuals, customers with physical or mental health conditions, those with visual, hearing or speech impairments, individuals with temporary or permanent disabilities or mobility challenges, customers with low financial literacy, and those who are less confident or proficient in using digital tools
- Developed a set of Responsible AI Principles to guide how AI is designed, deployed and used across the Group
- Mobilised RM39.8 billion of Green, Social, Sustainable Impact Products and Services to support our Wholesale, Commercial and Consumer Banking clients
- Rolled out GreenBizReady™ for SMEs in Indonesia and the Beyond Banking Sustainability programme in Singapore, providing tools, training and financing incentives to support measurable environmental and social progress

SECURING OUR FUTURE

Strong governance and disciplined risk management enable CIMB to serve stakeholders responsibly and support economic resilience. We strengthened our approach to climate and nature-related risks, human rights and data-informed decision-making. Close engagement between leadership teams across the region helps ensure we remain responsible, relevant and adaptable.

- Appointed Board Champions across key CIMB Boards to strengthen sustainability oversight and accountability at the regional level
- Earned our first CDP A-List recognition in the Supplier Engagement Assessment
- Established climate risk appetite thresholds for Malaysia, Indonesia, Singapore and Thailand
- Completed the inaugural 2024 Bank Negara Malaysia Climate Risk Stress Testing (CRST) exercise for Malaysia, based on exposures as at 31 December 2023
- Reduced Scope 1 & 2 (market-based) emissions by 50% from the 2019 baseline, exceeding our 2025 target of 45% and putting us on track towards our target of 100% reduction by 2030
- Continued to manage our financed emissions, with four out of our six sectoral targets aligned with Net Zero reference pathways, working towards full alignment for all six sectors by 2030
- Introduced a water risk assessment framework for selected water-intensive projects to evaluate water dependencies, availability and emerging risks
- Published our inaugural Nature and Biodiversity Report aligned with Taskforce for Nature-Related Financial Disclosures recommendations, with four key sectors in Malaysia assessed in line with the Locate-Evaluate-Assess-Prepare approach
- Completed our first human rights saliency assessment to deepen understanding on sector and country-specific human rights risks

DRIVING PURPOSE THROUGH ACTION

We advance our purpose by expanding access to financial services, supporting SMEs and investing in the communities where we operate. We demonstrate our commitment through the capital we mobilise, the partnerships we build and the practical support we provide to individuals and businesses navigating an uneven economic landscape. We also continue to invest in our people, strengthening digital, sustainability and leadership capabilities while working with partners and the CIMB Foundation to promote more inclusive and sustainable development.

- Extended RM6.5 billion of financing to low-income individuals across the region, and RM5.4 billion to micro and small enterprises
- Onboarded over 43,000 registered refugees in Malaysia to the TNG e-Wallet, enabling them to receive and transfer funds digitally
- Expanded financial literacy programmes, as well as fraud and scam awareness initiatives across the region, reaching children, youth, adults and senior citizens
- Delivered 2.16 million training hours regionally, driving tangible business improvements and fostering professional and personal development for #teamCIMB
- Maintained a gender pay ratio of 1.00 for males and 1.01 for females, indicating a very small gender pay gap at the overall Group level
- Expanded employment opportunities for the differently-abled across the Group
- Launched the Kita Bagi Jadi Komuniti to inspire Malaysians to embrace resilience and positivity in their daily lives
- Invested RM28.7 million and contributed over 200,000 volunteer hours to local communities

For more comprehensive information and data, please refer to our Sustainability Report 2025.

Sustainability Statement

GOVERNANCE OF SUSTAINABILITY

The Board is the highest governance body accountable for the Group's sustainability strategy, policies, and management of risks and opportunities relating to CIMB's material topics, including but not limited to sustainable and responsible finance, climate change, nature and biodiversity, human rights and economic inclusion and financial literacy. The sustainability-related roles and responsibilities of the Board are incorporated in the Board Charter, which sets out seven principal roles and responsibilities of the Board which include overseeing the development and implementation of a sustainability framework for the Group.

The Board's composition is reviewed periodically, guided by the Board Composition and Skill Set Framework to uphold diversity and maintain the mix of expertise required for effective decision-making, including competencies in sustainability and climate-related matters.

BOARD-LEVEL GOVERNANCE

Through dedicated Board Committees and Sustainability Champions, the Board shapes strategic priorities, reviews progress and aligns action across the Group. Board discussions focus on long-term resilience and value creation, balancing financial performance with environmental and social outcomes that support the Group's purpose.

The Board Group Sustainability Committee (BGSC), established on 15 September 2021, provides strategic oversight of the Group's sustainability agenda, including climate transition plans, nature and biodiversity, human rights and corporate responsibility. The BGSC's primary objective is to assist the Board in fulfilling its responsibilities to:

- Champion a culture of ethical conduct and sustainability as core values across the Group.
- Provide strategic oversight, counsel and direction in formulating, executing and monitoring the Group's strategies, frameworks and policies pertaining to sustainability and other material matters – including, but not limited to, climate change as well as corporate responsibility.
- Oversee the management of risks related to sustainability and associated domains, including the administration of consequence management for any breaches thereof.

The Board Risk and Compliance Committee (BRCC) oversees sustainability and climate-related risks within the Group's Enterprise-Wide Risk Management Framework, including setting the climate risk appetite and overseeing the development and implementation of climate stress testing.

The Audit Committee (AC) oversees the integrity and assurance of sustainability- and climate-related disclosures, data and internal controls.

The Group Nomination and Remuneration Committee (GNRC) integrates sustainability considerations into appointment processes for the Board and Senior Management, as well as Senior Management KPIs and remuneration structures to reinforce accountability.

In 2025, CIMB appointed **Sustainability Champions** across selected subsidiary Boards to strengthen governance oversight and drive consistent alignment on sustainability and climate matters. Acting as focal points between the CIMB Group Holdings Board—particularly the BGSC—and entity-level Boards, these Champions support the integration of sustainability into decision-making, contribute to discussions on emerging risks and opportunities, and facilitate two-way communication across the Group. They also help reflect regional and local contexts in Group-level decisions by contributing perspectives from their respective markets and governance bodies.

MANAGEMENT-LEVEL GOVERNANCE

Management committees translate Board priorities into measurable actions and outcomes. They oversee strategic sustainability initiatives across the Group, monitor sustainability-related risks and opportunities, embed sustainability and climate goals into business planning, and allocate the resources and support needed to achieve our sustainability goals.

The Group Executive Committee (GEXCO), chaired by the Group CEO, reviews and endorses the Group's sustainability strategy and strategic initiatives, framework and key commitments, approves high-risk sustainability cases escalated for its consideration, and supports capability-building to strengthen execution across the Group.

The Group Transformation Committee (GTC), chaired by the Group CEO, oversees the execution of the Sustainability Programme under the Forward30 strategy, comprising strategic sustainability and climate-related projects across the Group.

The Group Sustainability Council (GSC), chaired by the CEO of CIMB Bank Berhad, monitors the Group's sustainability risk profile, oversees the implementation of sustainability policies, procedures and controls and drives responsible banking and sustainable finance by embedding sustainability considerations across the Group's operations.

The Group Risk and Compliance Committee (GRCC), chaired by the Group CEO, provides risk oversight across the Group. Assisted by specialised sub-risk committees, it supports the integration of sustainability and climate-related risks into enterprise-wide risk management, stress testing, and the Group's risk appetite.

IMPLEMENTATION OF SUSTAINABILITY STRATEGIES AND INITIATIVES

Execution across CIMB is driven by dedicated teams within business units and enabling functions that translate guidance from Board and Management Committees into day-to-day actions. These teams coordinate initiatives, monitor progress and implement sustainability and climate-related activities across countries and functions, supporting consistent delivery of the Group's priorities.

To drive consistent execution and continuous innovation across the Group, CIMB has established dedicated Centres of Excellence (CoEs) within the Group Sustainability Division, under the oversight of the Group Chief Sustainability Officer. Each CoE plays a distinct role in advancing the Group's sustainability and climate commitments, with a focus on operational impact, sustainable and responsible finance and stakeholder alignment, among others. Beyond the Group Sustainability CoEs, CIMB embeds sustainability and climate considerations across our operations through Country Sustainability Teams in our core markets. These teams translate Group-wide strategies, policies and priorities into meaningful local action, while maintaining alignment with Group standards and expectations.

Sustainability Specialists and Champions within business units, as well as business enablers, alongside Country Sustainability Teams, play a defined role in supporting implementation throughout the Group. Operating within established governance arrangements, these roles are aligned to Group Sustainability through structured coordination, accelerating the integration of sustainability and climate-related considerations into business decisions, processes and performance outcomes across the Group. This model supports a decentralised yet cohesive approach, allowing responsiveness to local contexts while maintaining consistency, accountability and alignment with Group objectives.

Board of Directors



1 **DATUK SYED ZAID ALBAR**
Chairman/Independent Director

2 **NOVAN AMIRUDIN**
Group Chief Executive Officer/Executive Director

3 **YM TENGKU DATO' SRI AZMIL ZAHRUDDIN RAJA ABDUL AZIZ**
Senior Independent Director

4 **DIDI SYAFRUDDIN YAHYA**
Non-Independent Director

5 **DATIN AZLINA MAHMAD**
Independent Director

6 **SHULAMITE N K KHOO**
Independent Director



7 **DATO' LEE KOK KWAN**
Non-Independent Director

8 **HO YUET MEE**
Independent Director

9 **LYN THERESE MCGRATH**
Independent Director

10 **YASMIN ALADAD KHAN**
Independent Director

11 **SELVENDRAN KATHEERAYSON**
Non-Independent Director

Board of Directors

COMPETENCIES

1 Operations (Banking)
2 Operations (Others)
3 Risk Management
4 Investment/ Corporate Finance
5 Business Management/ Corporate Leadership
6 Accounting/Finance/Audit
7 Technology
8 Legal
9 Human Resources
10 Sustainability

DATUK SYED ZAID ALBAR

Chairman/Independent Director

Nationality | Malaysian

Age | 72

Gender | Male

Date of Appointment | 18 June 2025

Length of Service | Less than 1 year

MEMBERSHIP OF BOARD COMMITTEE

- Nil

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Laws (Hons), University of Westminster, United Kingdom
- Barrister-at-Law, Lincoln's Inn, United Kingdom

COMPETENCIES

5 6 8

OTHER DIRECTORSHIPS

Listed Entities

- Nil

Public Companies

- Chairman/Independent Director, CIMB Bank Berhad

EXPERIENCE

Datuk Syed Zaid Albar is a seasoned legal practitioner with more than 40 years of experience spanning diverse areas of law, with particular depth in financial services and corporate advisory. As a founding partner of Albar & Partners, he has long been regarded as a prominent figure in Malaysia's capital markets and legal fraternity, especially in the areas of debt and equity financing, including Islamic finance. His extensive involvement in landmark transactions has earned him widespread industry recognition.

In 2018, he transitioned from legal practice to assume the role of Executive Chairman of the Securities Commission Malaysia (SC), serving until mid-2022. During his leadership, he played a key role in strengthening regulatory governance and further developing Malaysia's capital market ecosystem both domestically and internationally. He represented the SC on various high-level platforms, including Bank Negara Malaysia's Financial Stability Committee and the Board of Trustees of the Financial Reporting Foundation. He also served on the boards and committees of major regional and international bodies, such as the International Organisation of Securities Commissions (IOSCO), the Asia-Pacific Regional Committee of IOSCO, and the ASEAN Capital Markets Forum, contributing to efforts to advance regional market integration.

Datuk Syed Zaid has previously served on the boards of several public listed companies, including Malaysian Pacific Industries Berhad, Yinson Holdings Berhad, Cycle & Carriage Bintang Berhad, and Malaysia Building Society Berhad. He returned to Albar & Partners in early 2023 as a Senior Partner, focusing on advisory work and internal professional development.

He is currently the Chairman of Touch 'n Go Sdn. Bhd., TNG Digital Sdn. Bhd., TNG Digital Group Sdn. Bhd. and CIMB Foundation, further extending his leadership footprint within Malaysia's digital, financial and social impact landscape.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Chairman 7/7	–	–	–	–

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

NOVAN AMIRUDIN

Group Chief Executive Officer/
Executive Director

Nationality | Malaysian

Age | 46

Gender | Male

Date of Appointment | 1 July 2024

Length of Service | 2 years

MEMBERSHIP OF BOARD COMMITTEES

- Nil

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Commerce (Accounting & Finance), University of Melbourne, Australia
- Master of Commerce (Finance), University of Sydney, Australia
- Chartered Accountant, Chartered Accountants Australia and New Zealand

COMPETENCIES

1 3 4 5

OTHER DIRECTORSHIPS

Listed Entities

- Commissioner, PT Bank CIMB Niaga Tbk
- Non-Executive Director, CIMB Thai Bank PCL

Public Companies

- Executive Director/Non-Independent Director, CIMB Bank Berhad

EXPERIENCE

Novan Amirudin currently serves as the Group Chief Executive Officer and the Executive Director of CIMB Group Holdings Berhad. He also sits on the Boards of CIMB Bank Berhad, PT Bank CIMB Niaga and CIMB Thai Bank PCL. He initially joined CIMB Group in July 2022, as Co-Chief Executive Officer of Group Wholesale Banking and later also assumed the role of Chief Executive Officer of CIMB Investment Bank Berhad.

Novan is an ASEAN specialist having served multiple Boards and Senior Management roles across the region for over two (2) decades. Prior to joining CIMB, Novan spent close to 16 years with J.P. Morgan, with his last position being Head of Equity Capital Markets, Southeast Asia, and Head of Investment Banking, Malaysia. Prior to J.P. Morgan, Novan was with PwC, specialising in Corporate Finance advisory.

A chartered accountant by profession, Novan graduated with a Masters of Commerce with Merit (Finance) from University of Sydney and Bachelor of Commerce, Accounting & Finance from University of Melbourne.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	–	–	–	–

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

Board of Directors

YM TENGKU DATO' SRI AZMIL ZAHRUDDIN RAJA ABDUL AZIZ

Senior Independent Director

Nationality | Malaysian

Age | 56

Gender | Male

Date of Appointment | 1 July 2024

Length of Service | 2 years

MEMBERSHIP OF BOARD COMMITTEE

- Chairman, Group Nomination and Remuneration Committee
- Member, Board Risk and Compliance Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Arts (Economics) (Hons), University of Cambridge, United Kingdom
- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Fellow, Institute of Chartered Accountants in England and Wales, United Kingdom (ICAEW)

COMPETENCIES

2 3 4 5 6

OTHER DIRECTORSHIPS

Listed Entities

- Chairman, CIMB Thai Bank PCL
- Chair of the Board, CelcomDigi Berhad
- Independent Director, Sime Darby Berhad

Public Companies

- Independent Director, CIMB Bank Berhad

EXPERIENCE

YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz previously served as Chief Investment Officer at Khazanah Nasional Berhad (Khazanah), where he was responsible for overseeing the organisation's investment portfolio. During his tenure at Khazanah, he held several senior leadership roles, including Deputy Managing Director and Executive Director of Investments, beginning in 2011. His career also includes significant experience at Malaysia Airlines, where he held a number of key positions, notably Managing Director/Chief Executive Officer and Executive Director/Chief Financial Officer.

Before assuming these roles, he held senior leadership responsibilities at Penerbangan Malaysia Berhad and gained international professional exposure during his time with PricewaterhouseCoopers in both London and Hong Kong.

Over the years, YM Tengku Azmil has also served as Chairman of UEM Group and Themed Attractions Resorts & Hotels Sdn. Bhd., and has been a board member of several prominent organisations, including Axiata Group Berhad, IHH Healthcare Berhad, and the Malaysian Global Innovation & Creativity Centre Berhad.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	–	–	Member 14/14	–

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

DIDI SYAFRUDDIN YAHYA

Non-Independent Director

Nationality | Indonesian

Age | 59

Gender | Male

Date of Appointment | 7 May 2019

Length of Service | 7 years

MEMBERSHIP OF BOARD COMMITTEE

- Member, Group Nomination and Remuneration Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Arts (BA) (Hons), University of Cambridge, United Kingdom
- Master of Arts (MA) in Economics, University of Cambridge, United Kingdom
- Fellow Chartered Accountant (FCA), Institute of Chartered Accountants in England and Wales, United Kingdom (ICAEW)

COMPETENCIES

1 3 4 5 6

OTHER DIRECTORSHIPS

Listed Entities

- President Commissioner, PT Bank CIMB Niaga Tbk
- Independent Director, Axiata Group Berhad

Public Companies

- Nil

EXPERIENCE

Didi Syafruddin Yahya brings over two (2) decades of extensive banking and financial markets experience, accumulated primarily during his distinguished tenure with J.P. Morgan Indonesia and subsequently in Malaysia. Over the course of his career with the firm, he held several senior leadership positions, culminating in his role as Managing Director and Head of Investment Banking for Malaysia.

During his years with J.P. Morgan, Didi played a pivotal role in leading client coverage and delivering strategic advisory services across mergers and acquisitions, as well as equity and debt capital market transactions. His work supported many of the region's leading corporates in Indonesia and Malaysia, reflecting his deep understanding of regional market dynamics and complex financial structures.

Didi began his professional journey in London with Morgan Grenfell & Co., shortly after qualifying as a Chartered Accountant. Since then, he has built a broad base of expertise across the financial sector, spanning investment banking, corporate finance, capital markets and strategic advisory.

He currently serves as Chairman of the Investment Panel of Urusharta Jamaah Sdn. Bhd., a position he has held since May 2021, where he provides oversight and guidance on investment strategy and portfolio governance.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	Member 14/14	Chairperson 5/5	Chairperson 14/14	Member 1/1

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

Board of Directors

DATIN AZLINA MAHMAD

Independent Director

Nationality | Malaysian

Age | 59

Gender | Female

Date of Appointment | 1 May 2023

Length of Service | 3 years

MEMBERSHIP OF BOARD COMMITTEES

- Chairperson, Audit Committee
- Member, Group Nomination and Remuneration Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Science in Economics, The Wharton School, University of Pennsylvania, United States of America
- Bachelor of Arts, College of Arts & Sciences, University of Pennsylvania, United States of America

COMPETENCIES

1 3 4 5 9 10

OTHER DIRECTORSHIPS

Listed Entities

- Independent Director, Bursa Malaysia Berhad

Public Companies

- Chairperson and Independent Director, CIMB Islamic Bank Berhad

EXPERIENCE

Datin Azlina Mahmad brings more than 30 years of extensive banking experience, having spent the entirety of her career with J.P. Morgan Malaysia, where she began as an analyst in 1989 and progressed through a series of leadership roles. Over the years, she became one of the firm's senior bankers responsible for managing key corporate and institutional client relationships in Malaysia. She retired on 2 March 2021 as Executive Director of the Global Corporate Bank.

Following her retirement, Datin Azlina was appointed by the Minister of Finance as a Public Interest Director on the Board of Directors of Bursa Malaysia Berhad, in 2021. She currently serves on several of Bursa Malaysia's Board Committees, including as the Chairperson of the Risk Management Committee, as well as a Member of the Nomination and Remuneration Committee and the Regulatory and Conflicts Committee, contributing to oversight in governance, risk and regulatory matters.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	Chairperson 19/19	–	Member 14/14	–

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

SHULAMITE N K KHOO

Independent Director

Nationality | Singaporean

Age | 65

Gender | Female

Date of Appointment | 15 May 2020

Length of Service | 6 years

MEMBERSHIP OF BOARD COMMITTEES

- Member, Group Nomination and Remuneration Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Science (Statistics & Actuarial Science) (Hons), University of Toronto, Canada
- Chartered Fellow of the Chartered Institute of Personnel and Development (FCIPD), United Kingdom

COMPETENCIES

2 3 5 9

OTHER DIRECTORSHIPS

Listed Entities

- Independent Director, Shangri-La Asia Limited
- Independent Director, AIA Group Limited

Public Companies

- Independent Director, AIA Company Limited

EXPERIENCE

Shulamite N K Khoo brings extensive expertise in human capital management and leadership development, built over a distinguished international career spanning Asia and Europe. Prior to retiring from full-time executive roles, she held several senior leadership positions in major international institutions. Most recently, she served as Group Chief Human Resources Officer and a member of the Group Executive Committee of AIA Group Limited (AIA) from 2011 until 2018, where she led group-wide people and leadership strategies across AIA's pan-Asian businesses. She also chaired the Supervisory Council of the AIA Leadership Centre, the Group's flagship leadership development hub focused on strengthening capabilities across AIA's leaders, partners and distribution networks.

Before joining AIA, Shulamite was Group Executive Vice President and Global Head of Human Resources at AXA SA, the French multinational insurance group, where she oversaw global human capital strategy for one of the world's largest insurance and asset-management groups. Earlier in her career, she held senior human resource roles at Prudential, covering Singapore, Hong Kong and broader Asia region, gaining deep experience across diverse regulatory and cultural environments.

She previously served as an Independent Non Executive Director of Kerry Logistics Network Limited (currently known as KLN Logistics Group Limited) from 2017 to 2021.

Beyond her corporate career, Shulamite was appointed to the International Advisory Panel of the Singapore Public Service Division (Prime Minister's Office), serving from 2011 to 2017, where she contributed strategic insights on public-sector talent management and leadership development.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	–	–	Member 14/14	–

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

Board of Directors

DATO' LEE KOK KWAN

Non-Independent Director

Nationality | Malaysian

Age | 60

Gender | Male

Date of Appointment | 20 July 2015

Length of Service | 11 years

MEMBERSHIP OF BOARD COMMITTEE

- Member, Board Risk and Compliance Committee
- Member, Banking Group[1] Board Risk and Compliance Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Business Administration (First Class Joint Honours in Economics), Simon Fraser University, Canada
- Master of Business Administration (MBA), Simon Fraser University, Canada

[1] *CIMB's Banking Group comprises CIMB Bank Berhad, CIMB Islamic Bank Berhad, and CIMB Investment Bank Berhad.*

COMPETENCIES

1 3 4 5

OTHER DIRECTORSHIPS

Listed Entities

- Independent Director, IGB Berhad

Public Companies

- Independent Director, RAM Rating Services Berhad
- Non-Independent Director, CIMB Bank Berhad
- Non-Independent Director, CIMB Investment Bank Berhad
- Non-Independent Director, Cagamas Holdings Berhad

EXPERIENCE

Formerly the Deputy Chief Executive Officer & Treasurer of CIMB Group Holdings Berhad (CIMB), Dato' Lee Kok Kwan oversaw a broad portfolio spanning corporate banking, transaction banking and treasury & markets, which included the CIMB's sales and trading activities across interest rates, credit, foreign exchange, bonds, equities, commodities and their derivatives, growing the businesses to be one of the largest global markets operations in ASEAN.

Since joining CIMB in 1996, he played a pivotal role in building CIMB's debt capital markets capabilities. Under his leadership, CIMB achieved significant industry recognition, becoming the largest arranger in the ASEAN local currency bond markets and the world's largest Sukuk arranger for many years based on Bloomberg rankings. Dato' Lee also previously served as Vice Chair of the ASEAN+3 Bond Market Forum, established under the auspices of the ASEAN+3 Finance Ministers and its Bond Markets Initiative, to develop the ASEAN+3 local currency bond markets.

Prior to joining CIMB, Dato' Lee accumulated more than seven (7) years of experience in markets and treasury roles within the Canadian banking sector. He previously served as a Treasury Portfolio Manager for a leading Canadian bank, where he was responsible for managing interest rates and optionality risk and return and was a member of the bank's Senior Asset Liability Management Committee.

Dato' Lee has also served on the Board of Trustees of the Capital Markets Development Fund. He additionally sits on the boards of several private companies.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	–	Member 5/5	–	–

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

HO YUET MEE

Independent Director

Nationality | Malaysian

Age | 65

Gender | Female

Date of Appointment | 28 July 2022

Length of Service | 4 years

MEMBERSHIP OF BOARD COMMITTEE

- Chairperson, Board Group Sustainability Committee
- Member, Audit Committee
- Member, Banking Group[1] Audit Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Postgraduate Diploma in Sustainable Business, University of Cambridge, United Kingdom
- Master of Studies (MSt) in Sustainable Leadership, University of Cambridge, United Kingdom
- Certified Public Accountant, Malaysian Institute of Certified Public Accountants (MICPA)

COMPETENCIES

2 3 5 6 10

OTHER DIRECTORSHIPS

Listed Entities

- Nil

Public Companies

- Nil

EXPERIENCE

Prior to her appointment as an Independent Director of CIMB Group Holdings Berhad, Ho Yuet Mee served on the Board of CIMB Islamic Bank Berhad as an Independent Director.

A Certified Public Accountant by training, Yuet Mee brings more than 30 years of professional experience gained primarily in leading international accounting firms, most notably Ernst & Young (EY). During her tenure with EY, she held several senior leadership roles, including serving as audit partner to major government-linked companies and multinational corporations, reflecting her deep technical expertise and broad industry exposure.

She also contributes her expertise as an Independent Director on the boards of several Malaysian and international institutions. In Malaysia, she serves as a Trustee of WWF Malaysia, part of World Wide Fund for Nature, the international conservation organisation, and sits on the boards of various private companies.

[1] *CIMB's Banking Group comprises CIMB Bank Berhad, CIMB Islamic Bank Berhad, and CIMB Investment Bank Berhad.*

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	Member 18/19	–	–	Chairperson 4/4

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

Board of Directors

LYN THERESE MCGRATH

Independent Director

Nationality | Australian

Age | 66

Gender | Female

Date of Appointment | 1 October 2024

Length of Service | 1.5 years

MEMBERSHIP OF BOARD COMMITTEES

- Chairperson, Board Risk and Compliance Committee
- Member, Board Group Sustainability Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Arts (Political Science), Macquarie University, Australia
- Master of Business Administration, Macquarie Graduate School of Management, Australia
- Graduate, Australian Institute of Company Directors (AICD)
- Senior Fellow, Financial Services Institute of Australia (FINSIA)
- Vincent Fairfax Fellow in Ethical Leadership

COMPETENCIES

1 3 5 6 9

OTHER DIRECTORSHIPS

Listed Entities

- Independent Director, Credit Corp Group Limited, Australia
- Independent Director, Heartland Bank Australia Limited, Australia

Public Companies

- Nil

EXPERIENCE

Lyn Therese McGrath brings more than 30 years of senior executive and board-level experience across highly regulated and complex sectors, including financial services and healthcare. She currently serves as a Non-Executive Director of Credit Corp Group Limited, where she is a member of both the Audit and Risk Committee and the Nomination Committee. She is also a Non-Executive Director of Heartland Bank Australia Limited, where she chairs the Risk Committee. She is also the Chairperson of the Australian Digital Health Agency.

Lyn previously served as a Non-Executive Director of Auswide Bank Limited, contributing her expertise through its Audit, Risk, and Remuneration Committees. Her executive career includes her tenure as Group Executive, Retail Banking at Bank of Queensland (BOQ), where she led a significant business turnaround, strengthened the performance of the BOQ Retail Bank, and oversaw the launch of the Virgin Money Australia Digital Bank. She has also spearheaded large-scale data, digital and technology transformations, as well as business turnarounds, within ASX 100 organisations.

Prior to joining BOQ, Lyn spent nearly 12 years at the Commonwealth Bank of Australia, where she held several senior positions, including Executive General Manager, Retail, with responsibility for nationwide retail distribution, and Executive General Manager, Wealth Advice, overseeing the bank's financial advice operations. Her previous non-executive roles also include serving as Chair of TogetherAI Private Limited, a technology platform focused on mental-health support for pre-teens and their parents and carers. She is additionally a member of Chief Executive Women, reflecting her long-standing commitment to advancing women's leadership in Australia.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 13/13	–	Member 5/5	–	Member 4/4

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

YASMIN ALADAD KHAN

Independent Director

Nationality | Malaysian

Age | 68

Gender | Female

Date of Appointment | 1 December 2025

Length of Service | Less than a year

MEMBERSHIP OF BOARD COMMITTEES

- Member, Audit Committee
- Member, Board Group Sustainability Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Diploma in Management Studies, Polytechnic of Wales, United Kingdom
- Higher National Diploma in Business Studies, Richmond-upon-Thames College, United Kingdom
- Master of Business Administration, Aston University, United Kingdom

COMPETENCIES

2 5 10

OTHER DIRECTORSHIPS

Listed Entities

- Independent Director, Singapore Post Limited

Public Companies

- Nil

EXPERIENCE

Yasmin Aladad Khan, began her professional career with J.P. Morgan Chase in Malaysia before moving to General Electric, where she served as Director of Business Development for Malaysia and Thailand. She later joined DHL Express Malaysia as Country Manager and subsequently relocated to Singapore to take on the same role. Over the course of her tenure with DHL, she assumed increasingly senior regional leadership responsibilities, including Area Director for Southeast Asia and South Asia, and concluded her executive career as Head of Commercial for Asia Pacific (excluding China). During her tenure as EVP Commercial in DHL, she led the commercial strategy and drove business growth by unlocking international opportunities and expanding into new markets. She helped in accelerating market expansion, strengthened customer-centric transformation and delivered sustainable performance across diverse and complex environments.

She served as an Independent Commissioner of PT XL Axiata Tbk, a member of the Advisory Board of Singapore Management University and completed a nine (9) year tenure as an Independent Director of Digi Telecommunications in Malaysia.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 1/1	Member 1/1	–	–	Member –

Declaration

- *Does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

Board of Directors

SELVENDRAN KATHEERAYSON

Non-Independent Director

Nationality | Malaysian

Age | 56

Gender | Male

Date of Appointment | 1 August 2025

Length of Service | Less than a year

MEMBERSHIP OF BOARD COMMITTEE

- Member, Group Nomination and Remuneration Committee

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Laws (Hons), University of London, United Kingdom
- Master of Public Administration, Harvard University, United States of America
- Master of Business Administration (Finance), University of Hull, United Kingdom

COMPETENCIES

2 4 5 6 8

OTHER DIRECTORSHIPS

Listed Entities

- Nil

Public Companies

- Nil

EXPERIENCE

Selvendran Katheerayson is an Executive Director at Khazanah Nasional Berhad (Khazanah), where he oversees the Group's Real Assets and Regional Corridors portfolios. He brings more than 20 years of experience in leading strategic initiatives and translating long-term mandates into tangible outcomes across multiple sectors, including real estate, telecommunications and infrastructure, both in Malaysia and across the broader Asian region.

Selvendran joined Khazanah in 2006, following senior leadership roles at Motorola Inc. and Maxis Communications Berhad, where he was instrumental in delivering large-scale broadband and mobile telecommunications infrastructure projects. He began his career in 1994 as a Tax Assistant with Ernst & Young, providing him with a strong foundation in financial and regulatory matters that has supported his subsequent leadership roles.

BOARD AND BOARD COMMITTEE ATTENDANCE

BOD	AC	BRCC	GNRC	BGSC
Member 5/5	–	–	Member 3/3	–

Declaration

- *Has a conflict of interest with a major shareholder of the Company.*
- *Does not have any family relationship with any other Director of the Company.*
- *Has not been convicted of any offences within the past five (5) years, nor been subject to any public sanction or penalty by any relevant regulatory bodies during the financial year.*

Group Company Secretary

DATIN ROSSAYA MOHD NASHIR

Group Company Secretary

Nationality | Malaysian

Age | 58

Gender | Female

Date of Appointment | 2002

Length of Service | 24 years

QUALIFICATIONS AND PROFESSIONAL AFFILIATIONS

- Bachelor of Laws LLB (Hons) (Business Law), Coventry University, United Kingdom
- Licensed Company Secretary, Companies Commission of Malaysia (SSM)
- Affiliate, Malaysian Institute of Chartered Secretaries and Administrators (MAICSA)

COMPETENCIES

- Company Law, Corporate Secretarial Practice, Corporate Governance

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Nil

EXPERIENCE

Datin Rossaya Mohd Nashir was appointed as the Group Company Secretary of CIMB on 17 March 2006. She leads the Group's Company Secretarial team, advising the Board on corporate governance and regulatory matters. Her remit extends across the Group's regional operations, where she draws on her extensive experience to enhance Board engagement and strengthen relationships with key stakeholders across Malaysia and the Group's regional offices.

With nearly 30 years of corporate secretarial experience, Datin Rossaya brings extensive expertise in governance, regulatory compliance and board advisory, underpinned by deep institutional knowledge. She also contributes to the broader corporate governance landscape through her role as a member of the Companies Commission of Malaysia's Corporate Practice Consultative Forum and serves as Director of several CIMB subsidiaries, demonstrating her leadership across the Group.

A strong advocate for sustainability in financial services, she has led several pioneering sustainability initiatives at CIMB, reinforcing the Group's commitment to responsible and long-term growth. This is underscored by her completion of the CIMB–CISL Sustainability Leadership Programme at the Institute for Sustainability Leadership, University of Cambridge, United Kingdom.

Datin Rossaya began her career with the Time Engineering Group and prior to joining CIMB, served at Permodalan Nasional Berhad as Joint Company Secretary for multiple subsidiaries, establishing a strong foundation in corporate governance that continues to inform and strengthen her leadership today.

Boards of Major Subsidiaries

CIMB BANK

CIMB BANK BERHAD

CHAIRMAN

Datuk Syed Zaid Albar
Chairman/Independent Director
(Appointed on 18 June 2025)

MEMBERS

Novan Amirudin
Executive Director/Non-Independent Director

YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz
Independent Director
(Re-designated as Independent Director on 1 January 2026)

Dato' Lee Kok Kwan
Non-Independent Director

Chu Hong Keong
Independent Director

Sukanta Kumar Dutt
Independent Director

Christina Ong Soo Chan
Independent Director

Kee E-Lene
Independent Director

Choo Yoo Kwan @ Choo Yee Kwan
Independent Director

Marina Abdul Kahar
Independent Director

Dr. Nurmazilah Dato' Mahzan
Independent Director
(Retired on 2 August 2025)

Tan Sri Mohd Nasir Ahmad
Chairman/Non-Independent Director
(Retired on 19 July 2025)

SECRETARY

Datin Rossaya Mohd Nashir

CIMB

CIMB INVESTMENT BANK BERHAD

CHAIRMAN

Raymond Yeoh Cheng Seong
Chairman/Independent Director

MEMBERS

Nor Masliza Sulaiman
Chief Executive Officer/Executive Director

Dato' Lee Kok Kwan
Non-Independent Director

Tan Ting Min
Independent Director

Dr. Adrian Toho Parada Panggabean
Independent Director

Tracy Chen Wee Keng
Independent Director
(Appointed on 1 January 2026)

SECRETARY

Datin Rossaya Mohd Nashir

CIMB ISLAMIC

CIMB ISLAMIC BANK BERHAD

CHAIRPERSON

Datin Azlina Mahmad
Chairperson/Independent Director
(Re-designated as Chairperson on 18 April 2025)

MEMBERS

Ahmad Shahriman Mohd Shariff
Chief Executive Officer/Executive Director

Ahmed Baqar Rehman
Independent Director

Jalalullail Othman
Independent Director

Dr. Azura Othman
Independent Director

Zuhaida Zulkifli
Independent Director

Dato' Mohamed Ross Mohd Din
Chairman/Independent Director
(Retired on 18 April 2025)

SECRETARY

Datin Rossaya Mohd Nashir

CIMB NIAGA

PT BANK CIMB NIAGA TBK

PRESIDENT COMMISSIONER

Didi Syafruddin Yahya
President Commissioner

MEMBERS

Glenn Muhammad Surya Yusuf
Vice President Commissioner *(Independent)*

Sri Widowati
Independent Commissioner

Vera Handajani
Non-Independent Commissioner

Farina J. Situmorang
Independent Commissioner

Dody Budi Waluyo
Independent Commissioner

Novan Amirudin
Non-Independent Commissioner

CORPORATE SECRETARY

Fransiska Oei

CIMB THAI
ธนาคาร ซีไอเอ็มบี ไทย

CIMB THAI BANK PUBLIC COMPANY LIMITED

CHAIRMAN

YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz
Chairman/Non-Independent Director

MEMBERS

Wut Thanittiraporn
President and Chief Executive Officer/ Executive Director
(Appointed as Director on 19 May 2025)

Natasak Rodjanapiches
Independent Director

Oranuch Apisaksirikul
Independent Director

Anon Sirisaengtaksin
Independent Director

Vera Handajani
Non-Independent Director

Worapong Janyangyuen
Independent Director

Novan Amirudin
Non-Independent Director
(Appointed on 17 April 2025)

Paul Wong Chee Kin
President and Chief Executive Officer/ Executive Director
(Resigned on 19 May 2025)

SECRETARY

Rewadee Jantamaneechote

CIMB BANK ធនាគារ ស៊ីអាយអិមប៊ី ភីអិលស៊ី

CIMB BANK PLC

CHAIRMAN

Raymond Yeoh Cheng Seong
Chairman/Independent Director
(Appointed on 6 February 2026)

MEMBERS

Bun Yin
Non-Independent Director

Aisyah Lam Abdullah
Independent Director

Long Beang
Independent Director

Mohd Haniz Mohd Nazlan
Non-Independent Director

Ankur Sehgal
Non-Independent Director
(Resigned on 16 January 2026)

Tan Sri Mohd Nasir Ahmad
Chairman/Non-Independent Director
(Retired on 31 July 2025)

JOINT SECRETARIES

Ly Sophea
Datin Rossaya Mohd Nashir

CIMB BANK

CIMB BANK (VIETNAM) LIMITED

CHAIRMAN

Ahmed Baqar Rehman
Chairman/Independent Director

MEMBERS

Thomson Fam Siew Kat
Chief Executive Officer/ Executive Director

Aisyah Lam Abdullah
Independent Director

Le Le Thuy
Independent Director

Gurdip Singh Sidhu
Non-Independent Director

Effendy Shahul Hamid
Non-Independent Director
(Resigned on 27 May 2025)

JOINT SECRETARIES

Tran Hai Long
Datin Rossaya Mohd Nashir

Group Management



1 **NOVAN AMIRUDIN**
Group Chief Executive Officer/ Executive Director, CIMB; and Executive Director, CIMB Bank Berhad

2 **KHAIRUL RIFAIE**
Group Chief Financial & Strategy Officer

3 **ROS AZIAH MOHD YUSOF**
Group Chief Technology Officer

4 **AHMAD SHAHRIMAN MOHD SHARIFF**
Chief Executive Officer/Executive Director, CIMB Islamic Bank Berhad; Chief Executive Officer, Group Islamic Banking; and Chief Executive Officer, CIMB Foundation

5 **HANIZ NAZLAN**
Chief Executive Officer, Group Consumer Banking

6 **VERA HANDAJANI**
Group Chief Risk Officer

7 **KWAN KEEN YEW**
Group Chief Legal & Compliance Officer; and Group Chief Integrity & Governance Officer

8 **AMRAN MOHAMAD**
Group Chief Internal Auditor



9 **AHMAD SHAZLI KAMARULZAMAN**
Co-Chief Executive Officer, Group Commercial & Transaction Banking

10 **LAWRENCE LOH**
Co-Chief Executive Officer, Group Commercial & Transaction Banking

11 **GURDIP SINGH SIDHU**
Country Head, Malaysia; Chief Executive Officer, CIMB Bank Berhad; and Group Head, Digital Businesses

12 **CHU KOK WEI**
Chief Executive Officer, Group Wholesale Banking; and Corporate Treasurer

13 **ANDREW BOEY**
Officer-in-Charge; and Chief Financial Officer, CIMB Singapore

14 **WUT THANITTIRAPORN**
Country Head, Thailand; and President & Chief Executive Officer, CIMB Thai Bank PCL

15 **LANI DARMAWAN**
Country Head, Indonesia; and President Director & Chief Executive Officer, PT Bank CIMB Niaga Tbk

16 **DATIN ROSSAYA MOHD NASHIR**
Group Company Secretary

Group Management

NOVAN AMIRUDIN

Group Chief Executive Officer/
Executive Director, CIMB; and
Executive Director, CIMB Bank Berhad

The profile is set out on Page 133 of CIMB's Annual Report 2025.

HANIZ NAZLAN

Chief Executive Officer,
Group Consumer Banking

Nationality | Malaysian

Age | 43

Gender | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Science in Actuarial Science, London School of Economics and Political Science, University of London, United Kingdom
- Master's Degree and Postgraduate Diploma in Applied Finance and Investment, Financial Services Institute of Australasia, Australia and New Zealand
- Certified Financial Technician (CFTe), International Federation of Technical Analysts

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Chairman, CIMB Bank (Vietnam) Ltd. (Board of Controllers)
- Director, CIMB Group Sdn. Bhd.
- Director, Principal Asset Management Berhad
- Director, Principal Islamic Asset Management Sdn. Bhd.
- Director, CIG Berhad
- Director, CIMB Private Equity Sdn. Bhd.
- Director, CIMB SI II Sdn. Bhd.
- Director, CIMB Strategic Assets Sdn. Bhd.
- Director, Commerce Asset Ventures Sdn. Bhd.
- Director, Renggis Ventures Sdn. Bhd.
- Director, TNG Digital Sdn. Bhd.
- Director, CIMB Bank (Cambodia) PLC

EXPERIENCE

- Haniz Nazlan spent much of his career at Permodalan Nasional Berhad (PNB) in various leadership roles, contributing to the development of PNB's Strategic Asset Allocation (SAA) and fixed income frameworks, expanding unit trust funds into global markets, and leading major mergers & acquisitions (M&A) transactions both locally and internationally.
- Before joining CIMB, he served as Chief Investment Officer at Lembaga Tabung Angkatan Tentera (LTAT) from August 2019, where he was responsible for overseeing investment functions and driving the organisation's turnaround plan. His efforts included restructuring the investment portfolio, reorganising the investment team, and establishing LTAT's long-term SAA Framework.
- Having joined CIMB in April 2021, Haniz previously served as Group Chief Strategy Officer, where he was responsible for a diverse portfolio that included Group Strategy, Performance and Programme Management, Group Customer Experience, Transforming Customer Journeys, Group Corporate Finance and Investment Management as well as the Group CEO's Office. He was instrumental in driving the execution of CIMB's Forward23+ programme and led efforts in defining CIMB's strategic roadmap beyond 2024. During this time, he also played a pivotal role in strengthening operational resilience, enhancing performance management and refining the Group's regional operating model.
- Haniz manages CIMB Group's Consumer Banking franchise across the region. Appointed to the role on 1 February 2025, he oversees all facets of the Group's retail segment, products, and channels across Malaysia, Indonesia, Singapore, Thailand and Cambodia.
- Haniz has over 18 years of experience spanning corporate strategy, corporate finance, M&A, project management, portfolio and asset management, global equities and real estate investments.
- Haniz has played a key role in shaping and executing enterprise-level initiatives at CIMB, including managing strategic partnerships such as Principal Asset Management Berhad and leading CIMB's re-entry into the securities business through the acquisition of KAF Equities Sdn. Bhd, (now known as CIMB Securities Sdn. Bhd.)

AHMAD SHAZLI KAMARULZAMAN

Co-Chief Executive Officer,
Group Commercial & Transaction Banking

Nationality | Malaysian

Age | 55

Gender | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Science in Economics and Accounting, University of Bristol, United Kingdom

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Director, CIMB Factorlease Sdn. Bhd.
- Chairman, Sathorn Asset Management Co. (Thailand)
- Chief Executive Officer, Southeast Asia Special Asset Management Berhad

EXPERIENCE

- Prior to joining CIMB, Ahmad Shazli Kamarulzaman was one of the pioneers of Malaysia's national asset management company, Pengurusan Danaharta Nasional Berhad (Danaharta), where he oversaw the acquisition of non-performing loans (NPLs) from financial institutions, the corresponding resolution processes, as well corporate debt restructuring and syndication exercises. Prior to Danaharta he was with Amanah Investment Bank Berhad.
- Shazli previously headed Commercial Banking Malaysia, where he was instrumental in driving and transforming the Commercial Banking Malaysia business, which comprises Business Banking and SME Banking segments. He has also been instrumental in the Group's recovery operations, having set up Group Special Asset Management to recover the NPLs for Corporate, Commercial/ SME and Retail Banking since he joined CIMB in 2006.
- As Co-Chief Executive Officer of Group Commercial and Transaction Banking (GCTB), Shazli is jointly responsible in overseeing the GCTB division across the region, covering Business Banking, SME Banking, Cash Management and Trade Finance solutions for the Group. His primary focus is on Business Banking, which includes strategy, credit, customer management and product and services for both Conventional and Islamic Banking. He is also responsible for the management of the Group's Bad Bank in Malaysia and Thailand.

LAWRENCE LOH

Co-Chief Executive Officer,
Group Commercial & Transaction Banking

Nationality | Singaporean

Age | 52

Gender | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Commerce in Accountancy, University of Queensland, Australia
- Fellow, Corporate Banking, Institute of Banking and Finance (IBF)

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Nil

EXPERIENCE

- Lawrence Loh held several key management roles in a global private and investment bank. He also had operational and leadership responsibilities in product, analytics and business development in consumer and private banking. He began his career as a management consultant.
- Lawrence has more than 25 years of banking experience. Before joining CIMB, he was Managing Director and Head of Group Business Banking at United Overseas Bank Limited (UOB), responsible for the Small Business segment across the Group's ASEAN markets.
- Lawrence was appointed as Co-Chief Executive Officer of Commercial and Transaction Banking on 2 October 2023. He is responsible in the growth and innovation of the SME segment across the region. He champions product development, digital enablement, beyond banking initiatives, as well as CIMB's sustainability agenda for the entire SME and Transaction Banking business.
- Lawrence also leads CIMB Group's Transaction Banking business, which consists of four (4) main product pillars, namely Trade Finance, Cash Management, Securities Services and Financial Institution serving the Group's Non-Retail customers across CIMB franchise. He drives the strategic direction, growth, product and service innovation and client management of the Transaction Banking pillars.

Group Management

CHU KOK WEI

Chief Executive Officer,
Group Wholesale Banking; and
Corporate Treasurer

Nationality | Malaysian **Age** | 52 **Gender** | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Science (Econ) in Economics, London School of Economics and Political Science, University of London, United Kingdom
- Master of Science in Finance and Economics, London School of Economics and Political Science, University of London, United Kingdom
- Chartered Financial Analyst (CFA), CFA Institute
- Chartered Banker, Asian Institute of Chartered Bankers (AICB)

DIRECTORSHIP/RELEVANT APPOINTMENTS

- President, Financial Markets Association of Malaysia (FMAM)
- Member, Financial Market Committee (FMC), Bank Negara Malaysia (BNM)

EXPERIENCE

- Prior to CIMB, Chu Kok Wei spent six (6) years with a major European bank, developing its local currency fixed income business in Malaysia and Singapore.
- Chu was instrumental in building the Treasury and Markets franchise. Having joined CIMB in 2003 as Head of Interest Rate Trading – Debt Markets and Derivatives, he subsequently held multiple senior leadership roles before being appointed Group Head of Treasury and Markets in 2015, overseeing the markets, sales, trading and structuring portfolios.
- Chu served as Co-Chief Executive Officer, Group Wholesale Banking from July 2022 to July 2024, where he jointly led a regional transformation to sharpen focus on client relationships, enhance cross-border collaboration and strengthen income diversification.
- Chu leads CIMB Group's Wholesale Banking franchise, overseeing the delivery of integrated financial solutions to corporates, public sector entities, financial institutions and high-net-worth clients across Southeast Asia and key international markets, including Greater China and the United Kingdom.
- In his concurrent role as Group Corporate Treasurer, Chu oversees the Group's fixed income investment portfolio, as well as funding, liquidity and balance sheet management.

AHMAD SHAHRIMAN MOHD SHARIFF

Chief Executive Officer/Executive Director,
CIMB Islamic Bank Berhad;
Chief Executive Officer, Group Islamic Banking;
and Chief Executive Officer, CIMB Foundation

Nationality | Malaysian **Age** | 49 **Gender** | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Arts in Accounting and Finance, Lancaster University, United Kingdom
- Malaysian Financial Markets Certificate, Persatuan Pasaran Kewangan Malaysia and Institut Bank-Bank Malaysia, Malaysia
- Chartered Professional in Islamic Finance (CPIF), Chartered Institute of Islamic Finance Professionals, Malaysia

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Vice President and Council Member, Association of Islamic Banking and Financial Institutions Malaysia (AIBIM)
- Member, Standing Committee on Islamic Financial Reporting, Malaysian Accounting Standards Board (MASB)
- Honorary Senior Fellow, Centre for Islamic Economics, International Islamic University Malaysia (IIUM), Malaysia
- University Senate Member, International Centre for Education in Islamic Finance (INCEIF)
- Member, MIFC Business Network (MBN)

EXPERIENCE

- Prior to joining CIMB, Ahmad Shahriman Mohd Shariff held senior roles at HSBC Amanah Malaysia Berhad, including Head of Wholesale Banking, and previously served as Head of Islamic Banking at Citibank Berhad (Citibank). He began his career at Citibank and participated in its global leadership development programmes. In addition to his current role, he has also served as Chief Executive Officer of CIMB Foundation since October 2023.
- Shahriman was appointed Chief Executive Officer of CIMB Islamic Bank Berhad and Group Islamic Banking on 1 October 2019. He is responsible for overseeing Islamic Wholesale Banking, Islamic Consumer Banking, Islamic Commercial Banking, as well as Islamic Asset Management and Investment across CIMB's key markets of Malaysia, Singapore and Indonesia.
- He has over 20 years of experience in corporate and financial services, including 18 years in Islamic banking. His professional experience includes involvement in the development of Malaysia's Islamic banking sector, where he served on the Treasury Committee of the AIBIM and contributed to industry initiatives relating to Islamic finance infrastructure and product development.

GURDIP SINGH SIDHU

Country Head, Malaysia;
Chief Executive Officer, CIMB Bank Berhad; and
Group Head, Digital Businesses

Nationality | Malaysian **Age** | 53 **Gender** | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Science in Economics with a major in Accounting and Finance, London School of Economics and Political Science, University of London, United Kingdom
- Chartered Financial Analyst (CFA), CFA Institute

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Director, CIMB Bancom Capital Corporation
- Director, CIMB Bank (Vietnam) Limited
- Director, CIMB EOP Management Sdn. Bhd.
- Director, TNG Digital Sdn. Bhd.
- Director, Touch 'n Go Sdn. Bhd.

EXPERIENCE

- Prior to joining CIMB, Gurdip Singh Sidhu spent a decade with a leading international management consulting firm, advising banks, telecommunications companies, and governments across ASEAN, India, South Korea, and Spain.
- Previously, Gurdip served as the Group Chief Operating and People Officer from 2023 to 2024, overseeing Human Resources, Sustainability, Operations, Administrative & Property Management and Strategic Procurement. In this role, he worked closely with the Group CEO to spearhead transformation initiatives and manage key stakeholder relationships. While from 2020 to 2023, he held the position of Group Chief People Officer, where he was responsible for aligning human capital strategy with the Group's overarching objectives. Before that, he was the Group Chief Strategy and Design Officer, supporting the execution of key transformation and growth initiatives under the strategic roadmaps T18 and Forward23+. His leadership was instrumental in establishing and leading the sustainability function, steering the Group through various strategic phases.
- Gurdip has over 29 years of experience in financial services and management consulting and has been with CIMB for over 20 years. He was appointed as the Chief Executive Officer of CIMB Malaysia and CIMB Bank Berhad on 1 July 2024. As Chief Executive Officer Malaysia, he is responsible for managing CIMB's Malaysian franchise, with a focus on strengthening operational resilience, driving innovation, advancing the sustainability agenda and propelling growth. Effective 1 February 2025, he also oversees CIMB's digital businesses, including Touch 'n Go Sdn. Bhd., TNG Digital Sdn. Bhd., CIMB Philippines and CIMB Vietnam.

LANI DARMAWAN

Country Head, Indonesia; and
President Director & Chief Executive Officer,
PT Bank CIMB Niaga Tbk.

Nationality | Indonesian **Age** | 64 **Gender** | Female

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Dentistry, Trisakti University, Indonesia

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Deputy, Banking Committee - Banking, Multi-finance, Insurance and Capital Market Indonesian Chamber of Commerce and Industry (KADIN Indonesia)
- Deputy Head of Institutional Relations, Indonesian Banks Association (PERBANAS)
- Chairman, Banking Committee - Banking and Financial Services, Indonesian Employers Association (APINDO)

EXPERIENCE

- With over 35 years of experience in consumer banking, Lani Darmawan has held leadership roles in major financial institutions, including Maybank, PT Bank Permata Tbk., Citibank, Standard Chartered, Lippo Bank, Bank Central Asia and American Express.
- Lani serves as President Director of PT Bank CIMB Niaga Tbk. (CIMB Niaga) and concurrently holds the role of President Commissioner at CIMB Niaga Auto Finance, a subsidiary of CIMB Niaga.
- Lani was appointed as President Director of CIMB Niaga following the resolution of the Extraordinary General Meeting held on 17 December 2021. She joined CIMB Niaga in April 2016 as Consumer Banking Director.

Group Management

ANDREW BOEY

Officer-in-Charge; and
Chief Financial Officer, CIMB Singapore

Nationality | Singaporean **Age** | 50 **Gender** | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Accountancy, Nanyang Technology University, Singapore
- Member, Institute of Singapore Chartered Accountants (ISCA)
- Alumni, ASIAN Financial Leaders Programme (AFLP), an initiative by the Monetary Authority of Singapore (MAS)

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Nil

EXPERIENCE

- Prior to joining CIMB, Andrew Boey worked at EY Singapore for 13 years, where he started his career and covered the manufacturing, retail and technology sectors before he moved on to focus on the financial services industry for the last eight (8) years.
- Andrew was named as the Officer-in-Charge of CIMB Singapore in September 2025, in addition to his role as the Chief Financial Officer of CIMB Singapore, which he assumed in August 2012.
- He assumes the day-to-day leadership responsibilities for CIMB Singapore and is also responsible for the strategic planning, implementation, managing and running all financial and balance sheet management activities.
- Andrew has more than 20 years of banking and financial services experience.

WUT THANITTIRAPORN

Country Head, Thailand; and
President & Chief Executive Officer,
CIMB Thai Bank PCL

Nationality | Thai **Age** | 45 **Gender** | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Arts, University of Cambridge, United Kingdom
- Master of Engineering, University of Cambridge, United Kingdom

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Executive Director and Authorised Director, CIMB Thai Bank Public Company Limited

EXPERIENCE

- Prior to joining CIMB Thai Bank Public Company Limited (CIMB Thailand), Wut Thanittiraporn worked at Standard Chartered Bank (Thai) PCL as Executive Vice President, Head of Capital Markets.
- He joined CIMB Thailand in February 2014 as Head of Investment Banking and was subsequently appointed Head of Corporate Banking in 2017.
- In April 2022, Wut assumed leadership of the Transaction Banking portfolio as part of CIMB's broader leadership and talent development efforts. Under his stewardship, CIMB Thailand's Corporate and Transaction Banking division has undergone a highly successful transformation and turnaround, positioning the bank as the preferred partner in Thailand for intra-ASEAN transactions.
- Wut was appointed President and Chief Executive Officer of CIMB Thailand with effect from 21 April 2025.

KHAIRUL RIFAIE

Group Chief Financial & Strategy Officer

Nationality | Malaysian

Age | 46

Gender | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Accounting and Finance, University of Warwick, United Kingdom
- Master of Science in Finance, Imperial College London, United Kingdom
- Member, Institute of Chartered Accountants in England and Wales (ICAEW)
- Member, Chartered Banker Institute (MCBI)
- Member, Malaysian Institute of Accountants (MIA)

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Director, CIMB Group Sdn. Bhd.
- Director, CIMB Berhad
- Director, CIMB Holdings Sdn. Bhd.
- Director, Commerce MGI Sdn. Bhd.
- Director, Premier Fidelity Sdn. Bhd.
- Director, SIBB Berhad
- Director, SBB Berhad
- Director, S.B. Properties Sdn. Bhd.
- Director, S.B. Venture Capital Corporation Sdn. Bhd.
- Director, Perdana Nominees (Tempatan) Sdn. Bhd.
- Director, Southeast Asia Special Asset Vehicle Limited (SEASAV)
- Director, CSI Investments Limited
- Director, SFB Development Sdn. Bhd.
- Director, SFB Auto Berhad
- Director, Principal Asset Management Berhad
- Director, Principal Islamic Asset Management Sdn. Bhd.
- Director, PT Commercial Kapital (Indonesia)
- Director, PT Synergy Dharma Nayaga (Indonesia)

EXPERIENCE

- Khairul Rifaie started his career with KPMG in London, focusing on the financial services industry. In 2006, he joined Goldman Sachs in London as an equity analyst covering the European insurance sector. He then joined UBS, Malaysia in 2009 to cover the Malaysian Banking Sector and later on also covered the Singapore banking sector.
- Prior to joining CIMB, Khairul was with RHB Banking Group in Malaysia as the Head of Finance of RHB Islamic Bank Berhad and Head of Investor Relations.
- He joined CIMB in January 2016 as the Chief Financial Officer (CFO) International and progressed to the position of CFO, Malaysia and Regional Head, Financial Control in 2017.
- Khairul assumed the role of Group Chief Financial Officer in January 2019 and expanded his responsibility to assume the Group Chief Financial & Strategy Officer role in February 2025.
- He oversees all aspects of financial performance management, which includes financial planning and budgeting, statutory and regulatory reporting, tax, balance sheet and capital management and finance operations.
- He is also responsible for the Group Strategy function, which includes Strategy, Performance and Programme Management, Group Customer Experience, Innovation Centre, Group Corporate Finance and Investment Management as well as the Group CEO's Office. In this role, he formulates, leads and drive the Group's strategic roadmap in a holistic manner, balancing between the need for growth while exploring opportunities for optimisation to fully harvest CIMB's potential.

VERA HANDAJANI

Group Chief Risk Officer

Nationality | Indonesian

Age | 55

Gender | Female

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Arts (Economics), Trisakti University, Indonesia
- Master of Business Administration, Kellogg School of Management – Hong Kong University of Science and Technology (HKUST), Hong Kong

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Commissioner, PT Bank CIMB Niaga Tbk.
- Executive Director, CIMB Thai Bank PCL

EXPERIENCE

- Prior to joining CIMB, Vera Handajani held roles with several global banks, including The Royal Bank of Scotland and ABN AMRO Bank, where her remit spanned from Corporate Banking Relationship Management, Financial Institutions Credit, Trading Credit Risk Management, Operational Risk Management and Financial Restructuring and Recovery.
- She joined CIMB in May 2013 and served as Chief Risk Officer of PT Bank CIMB Niaga Tbk.(CIMB Niaga) until 31 July 2021.
- Vera was appointed as Group Chief Risk Officer on 1 August 2021, where she oversees all aspects of risk management across CIMB.
- Vera serves as Non-Independent Commissioner for CIMB Niaga, as well as Executive Director for CIMB Thai Bank PCL.
- Vera has over 30 years of banking experience with a holistic exposure to business, includingrelationship management, business development and transformation, as well as risk management and loan restructuring and recovery within Wholesale and Retail/SME banking. She brings with her a wealth of experience covering emerging market countries across Asia and has lead multi-regional teams based in Hong Kong, Singapore, Indonesia and Malaysia.

Group Management

KWAN KEEN YEW

Group Chief Legal & Compliance Officer; and
Group Chief Integrity & Governance Officer

Nationality | Malaysian

Age | 52

Gender | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Laws (LLB), University of Sheffield, United Kingdom

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Nil

EXPERIENCE

- Prior to his career in banking, Kwan Keen Yew worked in private legal practice at a regional law firm, where he advised clients on projects, banking and finance matters.
- Before joining CIMB, Keen Yew held various senior roles in a foreign bank, including Regional Head of Compliance for Malaysia, Australia, Brunei, and Vietnam, Head of Wholesale Banking Compliance for Hong Kong, and Head of Legal & Compliance for Malaysia.
- He was appointed as Group Chief Integrity & Governance Officer in September 2020 to oversee and manage bribery and corruption issues across CIMB.
- Keen Yew is responsible for overseeing the Group Legal and Compliance function at CIMB, managing regulatory, legal, and compliance risks across the Group.

ROS AZIAH MOHD YUSOFF

Group Chief Technology Officer

Nationality | Malaysian

Age | 54

Gender | Female

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Science in Liberal Arts and Sciences, University of Illinois, United States of America

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Director, iCIMB (MSC) Sdn. Bhd.
- Director, iCIMB (M) Sdn. Bhd.

EXPERIENCE

- Ros Aziah Mohd Yusoff's prior leadership at Maybank, AmBank Group, and PayNet saw her spearheading critical national e-payment initiatives. Her extensive global perspective is informed by her early career in international consulting across the United States, Singapore and Australia.
- Ros joined CIMB in August 2020 as Head of Technology, Malaysia. During her tenure, she has been instrumental in architecting a strategic IT roadmap centred on system resiliency, high availability, and the integration of next-generation technologies to drive innovation.
- A seasoned leader with over 30 years of experience, Ros specialises in large-scale digital transformations and cross-functional team integration. Beyond her technical mandates, she oversees the alignment of technological investments with the Group's broader financial objectives, ensuring that digital advancement is balanced with rigorous cybersecurity protocols and regulatory compliance.

AMRAN MOHAMAD

Group Chief Internal Auditor

Nationality | Malaysian

Age | 51

Gender | Male

QUALIFICATIONS AND PERSONAL AFFILIATIONS

- Bachelor of Science in Accountancy, University of East Anglia, United Kingdom
- Fellow Member, Association of Chartered Certified Accountants (ACCA)
- Member, Malaysian Institute of Accountants (MIA)
- Member, Institute of Internal Auditors Malaysia (IIA)

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Board of Governor, Institute of Internal Audit Malaysia

EXPERIENCE

- Amran Mohamad's last held position before joining CIMB was Senior Vice President, Internal Audit with The Royal Bank of Scotland in London. He had also previously worked with PwC, KPMG, UniCredit Bank and Barclays Capital.
- Amran has over 25 years of audit experience in the areas of capital market, corporate and retail banking gained working in Malaysia and the United Kingdom.
- Amran holds the position of Group Chief Internal Auditor since 2018. He ensures that the Group Corporate Assurance Division supports the Audit Committee, CIMB Banking Group Audit Committee and other relevant audit committees of the Group's subsidiaries in discharging their responsibilities, as well as managing their respective governance, risk and control functions. He also oversees the Internal Audit functions across the Group.

DATIN ROSSAYA MOHD NASHIR

Group Company Secretary

The profile is set out on Page 143 of CIMB's Annual Report 2025.

Board Shariah Committee



DR. MOHAMED FAIROOZ ABDUL KHIR

Chairman

Nationality | Malaysian **Age** | 50 **Gender** | Male
Date of Appointment | 16 August 2020
Length of Tenure | 6 Years

QUALIFICATION

- PhD in Shariah – University of Malaya
- Masters of Shariah – University of Malaya
- Degree in Islamic Revealed Knowledge and Human Sciences (Islamic Jurisprudence) International Islamic University Malaysia
- Certified Shariah Advisor (CSA) from Association of Shariah Advisors (ASAS), Malaysia

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Independent Non-Executive Director, Zurich Takaful Malaysia Berhad (Chairman of Nomination and Remuneration Committee, Member of Audit Committee, Member of Risk Management and Sustainability Committee)
- Senior Research Fellow, Universiti Teknologi MARA, Melaka
- Chairman, Shariah Committee, Zurich Takaful Malaysia Berhad
- Member, Shariah Advisory Council of Securities Commission, Malaysia
- Member, Shariah Committee, Bank Simpanan Nasional
- Member, Perak Islamic Religious Council & Malay Customs (Majlis Agama Islam dan Adat Melayu Perak-MAIPk)
- Member, Fatwa Committee of Perak, Perak Mufti Department
- Member, Board of Directors, Zakat Perak al Ridzuan (ZAPAR)
- Chairman, Shariah Technical Committee, Zakat Perak al Ridzuan (ZAPAR)
- Member, Shariah Advisory Committee of Tabung Haji
- Member, Takaful Governance Committee, Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI)

RELEVANT EXPERIENCE

- Former Associate Professor, International Centre for Education in Islamic Finance (INCEIF)
- Former Shariah Committee, Maybank Islamic Berhad
- Former Chairman, Shariah Committee Co-opbank Pertama Malaysia Berhad
- Former Chairman of Shariah Committee, Agrobank
- Former Shariah Committee, Group Shariah Committee, MNRB Holdings Berhad
- Former Shariah Committee, Malaysian Industrial Development Finance Berhad (MIDF)
- Former Researcher and Head of Islamic Banking Unit, International Shari'ah Research Academy for Islamic Finance (ISRA)
- Former Director of Centre of Excellence in Islamic Social Finance, INCEIF



PROFESSOR DR. AISHATH MUNEEZA

Nationality | Maldivian **Age** | 41 **Gender** | Female
Date of Appointment | 13 April 2018
Length of Tenure | 8 Years

QUALIFICATION

- PhD in Law – International Islamic University Malaysia
- LLM (Banking) – International Islamic University Malaysia
- Bachelor of Laws (Hons) – International Islamic University Malaysia
- Certified Shariah Professional (CSP) from Association of Shariah Advisors (ASAS), Malaysia

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Professor & Associate Dean, Students & Internationalization, School of Graduate and Professional Studies, INCEIF University
- Independent Director on the Board of Amana Takaful Maldives
- Chairman of Shariah Board at Alia Investment Pvt Ltd, Maldives
- Member, Shariah Committee at Maldives Islamic Bank (MIB)
- Member, Shariah Committee at Housing Development Finance Corporation Plc.
- Member, Shariah Committee at Munich Re, Malaysia
- Member, Shariah Committee at CRDB-Al Barakah, Tanzania
- Senior Islamic Finance Consultant, UNFPA, Malaysia
- Registered Shariah Adviser with the Capital Market Development Authority of Maldives
- Registered Shariah Adviser at the Securities Commission of Malaysia
- Accredited Shariah Scholar under the Securities and Exchange Commission of Sri Lanka
- EXCO member of the Association of Shariah Advisors in Islamic Finance (ASAS), Malaysia
- Member, INCEIF University Senate
- Member, Research, Community and Industry Networking Committee, Board of Governors, Selangor Islamic University
- Associate Research Fellow at the International Research Centre of Islamic Economics and Finance (IRCIEF), Selangor Islamic University
- Associate Researcher at the Centre of Excellence in Islamic Social Finance (CoEISF), INCEIF

RELEVANT EXPERIENCE

- Former Associate Professor, INCEIF University
- Former Deputy Minister – Ministry of Finance and Treasury, Republic of Maldives
- Former Deputy Minister – Ministry of Islamic Affairs, Republic of Maldives
- Former Chairman, Board of Directors, Maldives Center for Islamic Finance Ltd
- Former Chairman, Board of Directors, Maldives Hajj Corporation Ltd. (Tabung Haji of Maldives)
- Former member of Islamic Fiqh Academy (National Fatawa Council of Maldives)
- Former Chairman and Member, Shariah Committee at Ayady Takaful-Allied Insurance Company, Maldives
- Former Chairman, Shariah Advisory Council of Capital Market Development Authority, Maldives
- Former Elected Executive Committee Member, Bar Council of Maldives
- Former Head of Islamic Finance, Capital Market Development Authority, Maldives
- Former Member, Public Interest Monitoring Consultative Committee of Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), Bahrain



DR. AHMAD SUFIAN CHE ABDULLAH

Nationality | Malaysian **Age** | 47 **Gender** | Male
Date of Appointment | 1 November 2019
Length of Tenure | 7 Years

QUALIFICATION

- PhD in Islamic Economy and Banking – University of Yarmouk, Jordan
- Master's Degree in Shariah (Islamic Finance) – University of Malaya, Malaysia
- Bachelor's degree in Shariah and Management – University of Malaya, Malaysia

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Head Department of Islamic Management and Finance, Academy of Islamic Studies of Universiti Malaya
- Chairman, Shariah Committee, Small Medium Enterprise Development Bank Malaysia Berhad
- Chairman, Shariah Committee, Hong Leong MSIG Takaful Berhad
- Member, Baitulmal, Majlis Agama Islam dan Adat Istiadat Melayu Kelantan (MAIK)
- Member, Fatwa Committee, Jabatan Mufti Negeri Perlis
- Member, Islamic Legal Consultative Committee, Federal Territories
- Shariah Adviser, Al Khairi Insurance Limited, Labuan
- Shariah Adviser, KAB Goldynamics Sdn Bhd
- Shariah Adviser, InfaqPay Sdn Bhd

RELEVANT EXPERIENCE

- Former Chairman, Shariah Advisory Board, Syarikat Takaful Malaysia Keluarga Berhad
- Former Shariah Committee, Kenanga Investment Bank Berhad
- Former Muamalat Expert Panel of Jabatan Kemajuan Islam Malaysia (JAKIM)
- He has produced numerous publications such as book and research papers in Islamic legal theories (usul fiqh), Islamic commercial laws, Islamic banking and finance, Takaful and Shariah Fintech
- He is the founder and administrator of "muamalat.my", a social media platform that strives to become a medium of education in enhancing public awareness with regards to Islamic Finance and Takaful since 2013



ASSOC. PROF DR. MOHAMMAD MAHBUBI ALI

Nationality | Indonesian **Age** | 43 **Gender** | Male
Date of Appointment | 1 April 2023
Length of Tenure | 3 Years

QUALIFICATION

- PhD in Islamic Banking and Finance from IIUM Institute of Islamic Banking and Finance Malaysia
- Master's degree in Islamic Finance from International Center for Education in Islamic Finance (INCEIF), Malaysia
- Bachelor's degree in Shari'ah Finance (Islamic Economics) from Tazkia Institute, Indonesia
- Certified Shariah Adviser and Auditor (CSAA) from AAOIFI, Bahrain
- Certified Shariah Advisor (CSA) from Association of Shariah Advisors (ASAS), Malaysia

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Deputy Dean (Research, Innovation and Development), Institute of Islamic Banking and Finance (IIBF), International Islamic University Malaysia (IIUM)
- Member, Islamic Finance Development Committee, Financial Services Authority of Indonesia
- Member, National Shariah Board, Indonesian Ulema Council (Dewan Syariah Nasional – Majelis Ulama Indonesia)
- Chairman of Advisory Committee of Experts, Summit Bank Nigeria Africa
- Chairman, STAI Sidogiri Indonesia
- Islamic Finance Expert, Brunei Darussalam Central Bank (BDCB)
- Shariah Advisor, Masryef Management House Malaysia and Masyref Advisory Sdn Bhd
- Member of Shariah Committee, FWD takaful Sdn Bhd
- Shariah Advisor, Dar al-Muraja'ah al-Shar'iyyah, Bahrain
- Adjunct Fellow, International Institute of Advanced Islamic Studies (IAIS Malaysia)

RELEVANT EXPERIENCE

- Former Chairman of Shariah Committee, Affin Islamic Bank Berhad
- Former member of Board of director, ZICO Shariah Advisory Sdn Bhd
- Former Head of Economics, Finance, Awqaf and Zakat cum Associate Principal Fellow, International Institute of Advanced Islamic Studies (IAIS Malaysia)
- Member of the Curriculum Review Committee, Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) in Bahrain
- Visiting Professor, Indonesian University of Education
- Former Research Fellow, IAIS Malaysia
- Former researcher, International Shariah Research Academy for Islamic Finance (ISRA) Malaysia

Board Shariah Committee



ENCIK JALALULLAIL BIN OTHMAN

Nationality | Malaysian **Age** | 59 **Gender** | Male
Date of Appointment | 6 May 2023
Length of Tenure | 3 Years

QUALIFICATION

- LLB, Queen Mary & Westfield College of the University of London
- Certificate in Legal Practice, University Malaya

DIRECTORSHIP/RELEVANT APPOINTMENTS

- Independent Director of CIMB Islamic Bank Berhad
- Member of the Board Risk & Compliance Committee
- Member of the Listing Committee of Bursa Malaysia
- Member of the Technical Committee of the Malaysia Accounting Standards Board ("MASB")
- Member of the Malaysian Bar Council Committee for Islamic Finance and Trade in Legal Services
- Moderator with the Finance Accreditation Agency ("FAA") and an Arbitrator for Islamic Finance with the Asian International Arbitration Centre ("AIAC")
- Chapter reviewer and contributor for the International Shariah Research Academy ("ISRA")
- Member of the Board for Financial Reporting Foundation
- Member of Audit Committee for Financial Reporting Foundation
- Member of INCEIF University Board of Trustees

RELEVANT EXPERIENCE

- Encik Jalalullail Othman heads the Islamic Finance practice in Shook Lin & Bok, one of the oldest and largest law firm in Malaysia. Encik Jalalullail was instrumental in setting up the Islamic Finance practice and continues to chart the course of this practice area within the Firm
- His portfolio of work includes advising on a wide range of sukuk issuances for financing power plants in Malaysia and China, vessel construction, project financing for the automotive industry, the textile and garment industry, the downstream and upstream palm oil industry, advising on Islamic structured products and Islamic syndicated financing
- Encik Jalalullail is also actively involved in the drive for innovation in the industry and in this respect Encik Jalalullail leads the team advising on various product developments for Islamic banks, both in Malaysia and abroad
- In addition to Islamic Finance, Encik Jalalullail's other major areas of practice are corporate commercial law and real estate. His experience in advising on some major cross border mergers and acquisition and real estate acquisitions have benefited him in his role as an Islamic Finance lawyer
- Former member of Senate, INCEIF University



PROFESSOR DR. YOUSEF AL-SHUBAILY

Nationality | Saudi Arabian **Age** | 55 **Gender** | Male
Date of Appointment | 1 August 2025
Length of Tenure | 8 months (as at March 2026)

QUALIFICATION

- PhD in Comparative Jurisprudence – Imam Muhammad bin Saud Islamic University
- Masters of Comparative Jurisprudence – Imam Muhammad bin Saud Islamic University
- Degree in Usul al-Din, Faculty of Sharia – Imam Muhammad bin Saud Islamic University

DIRECTORSHIP/RELEVANT APPOINTMENTS

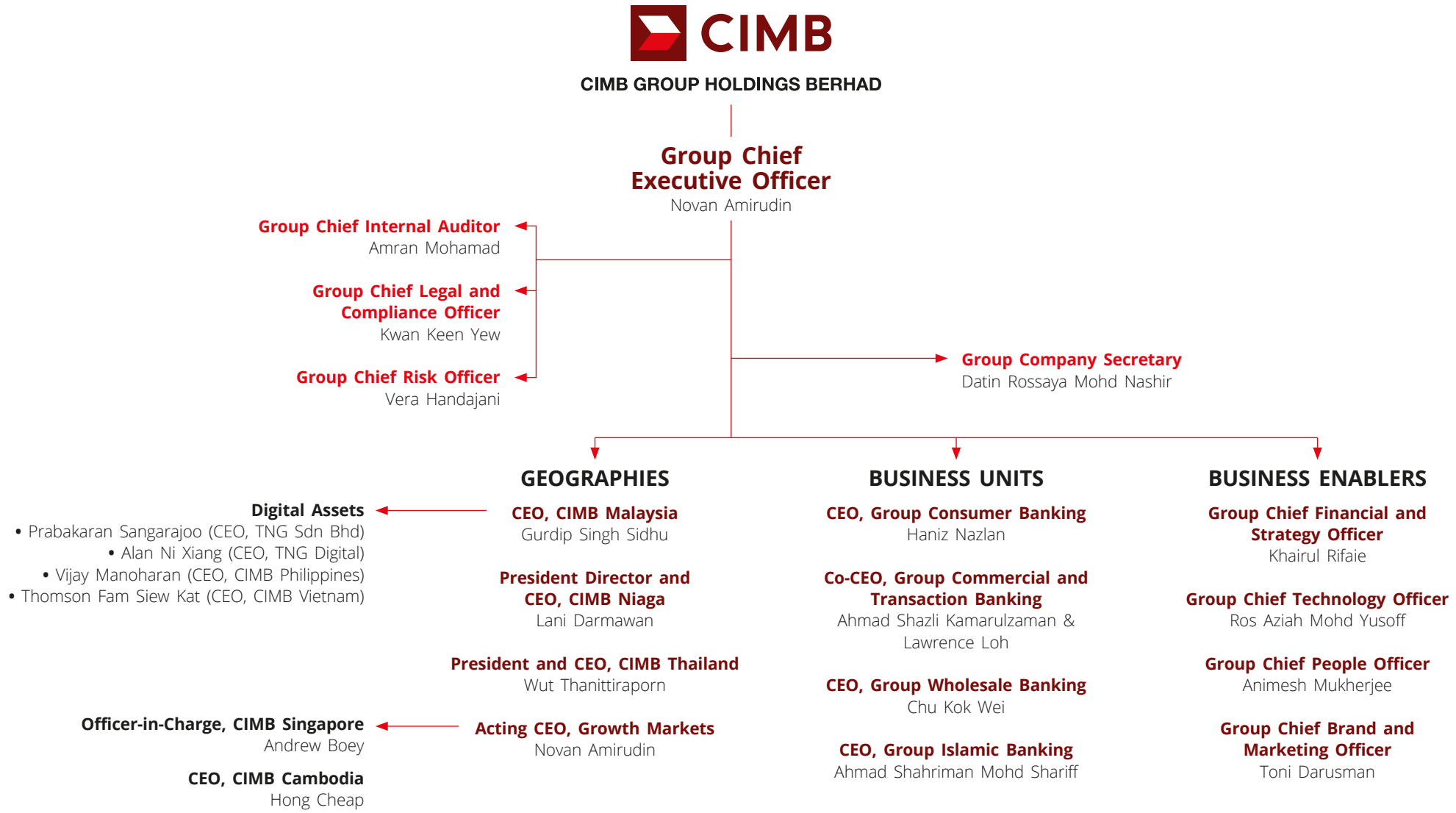
- Member of the Shariah Board of the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI)
- Member of the Judicial Legislation Committee in Saudi Arabia
- Expert of International Islamic Fiqh Academy
- Member of the Jurisprudential Society in Saudi Arabia
- Member of Shariah Committees of Albilad Bank (Saudi Arabia), STC Bank (Saudi Arabia), BNB Paribas (Bahrain), Arcapita group (Bahrain), National Sukuk (Emirates)
- Chairman and Member of numbers of Commercial Arbitration Committees

RELEVANT EXPERIENCE

- Supervised academic research for the Master and PHD students
- Participated in numerous scientific seminars to train judges of the commercial and general courts
- Participated in numerous international conferences and scientific sessions on Islamic Finance

Group Organisation Structure

As at 28 February 2026



Chairman's Statement on Corporate Governance



Dear Stakeholders,

On behalf of the Board, I am pleased to present CIMB Group's Corporate Governance Overview Statement for 2025, which outlines how the Board discharged its stewardship responsibilities amid a year marked by heightened complexity and transition.

Governance is tested most acutely during periods of scrutiny and uncertainty. In 2025, CIMB operated within a more demanding ASEAN landscape characterised by rising regulatory expectations, greater stakeholder accountability and continued market volatility. At the same time, we executed important leadership transitions and commenced the first year of our Forward30 strategy – establishing a clear roadmap to strengthen our long-term competitiveness. In this environment, the Board's role extended beyond formal oversight to active stewardship, ensuring that discipline, accountability and sound judgement remained firmly embedded across the Group.

CIMB's governance framework underpins our resilience and long-term value creation. Anchored on clear structures, well-defined accountabilities and robust internal controls, it enables consistent and effective oversight across our markets. During the year, we enhanced selected policies and oversight mechanisms to remain aligned with regulatory developments and evolving stakeholder expectations. Governance is not static; our framework continues to adapt to remain fit for purpose, safeguarding the institution while supporting the disciplined execution of our Forward30 strategy and the responsible advancement of our customers and the communities we serve.

A capable and future-ready Board remains central to this effort. CIMB maintains a balanced Board composition with deep expertise spanning banking, capital markets, digital transformation, sustainability and risk management. In 2025, we welcomed new Directors – including my appointment as Chairman – alongside Selvendran Katheerayson and Yasmin Aladad Khan. These appointments, together with ongoing Board refreshment and targeted development initiatives, ensure that the Board continues to possess the requisite skills, experience and diversity of perspectives to guide the Group effectively. This breadth of expertise strengthens the quality of our deliberations and supports disciplined decision-making with a long-term strategic focus.

The Board discharges its responsibilities through dedicated Committees mandated to oversee critical aspects of the Group's performance and risk profile. Throughout the year, these Committees remained focused on matters central to CIMB's resilience. The Audit and Board Risk and Compliance Committees, in particular, provided rigorous oversight of financial reporting integrity, internal controls, asset quality, capital adequacy and liquidity. They also monitored emerging risk themes amid macroeconomic and geopolitical uncertainty. The Board reviewed Management's stress testing and scenario analyses to assess preparedness under adverse conditions, reinforcing prudent capital and risk management across the Group.

Sustainability, culture and ethical conduct remain integral to enduring performance. The Board maintained oversight of sustainability governance, including climate- and nature-related risks, sectoral commitments, transition pathways and disclosures. We also continued to monitor organisational culture, leadership effectiveness and conduct standards, guided by CIMB's EPICC values. Sound culture and ethical behaviour are not peripheral considerations; they are foundational to responsible decision-making and institutional trust.

As Forward30 progresses, our governance priorities will continue to evolve. The Board will focus on strengthening oversight in areas of increasing significance, including technology and cyber risk, sustainability governance, ethics and conduct, while maintaining rigorous financial and risk disciplines. Through a forward-looking and principled approach, the Board will ensure that CIMB operates with accountability, preserves stakeholder confidence and delivers sustainable value over the long term in line with our purpose of Advancing Customers and Society.

Datuk Syed Zaid Albar
Chairman

Corporate Governance Overview Statement

CIMB's Corporate Governance Framework underpins the Group's ability to sustain trust and deliver long-term value to shareholders and stakeholders, while navigating an increasingly complex and dynamic operating environment. Our approach is anchored on integrity, accountability, and transparency, principles that underpin CIMB's reputation as a leading financial institution.

In line with the Malaysian Code on Corporate Governance 2021 (MCCG), CIMB continues to uphold its 3 core principles of Board Leadership and Effectiveness, Effective Audit and Risk Management, and timely and transparent stakeholder communication. These principles serve as the foundation for all decision-making and reinforce our unwavering commitment to sound governance practices across all levels of the organisation.

This Corporate Governance Overview (CG Overview) provides shareholders and stakeholders with a clear account of CIMB's governance practices for the Financial Year Ended 31 December 2025 (FYE2025). It has been prepared in accordance with Bursa Malaysia Securities Berhad's Main Market Listing Requirements and should be read together with the CIMB Corporate Governance Report 2025 (CG Report), which contains detailed disclosures on our application of MCCG practices.

As at 31 December 2025, CIMB has applied all recommended practices under MCCG 2021, except for Practice 8.2 and Step-Up 8.3, with explanations provided in the CG Report.

For ease of access, the CG Report is available on CIMB's corporate website.

STRENGTHENING GOVERNANCE FOR SUSTAINABLE GROWTH

At CIMB, the Board of Directors recognises that strong corporate governance is the cornerstone of sustainable growth and long-term stakeholder confidence. We remain committed to embedding ethics, integrity, and globally accepted best practices into the Group's strategic objectives, ensuring resilience and accountability across all operations. In doing so, the Group strives to create enduring value by complying with statutory provisions, meeting regulatory requirements, and upholding internationally recognised governance standards, including but not limited to the following:

(i) Companies Act 2016 (CA 2016);

(ii) Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Listing Requirements);

(iii) Policy on Corporate Governance issued by Bank Negara Malaysia (BNM Corporate Governance Policy);

(iv) MCCG 2021 issued by the Securities Commission (SC) Malaysia;

(v) Corporate Governance Guide published by Bursa Malaysia;

(vi) Minority Shareholders Watch Group Malaysia - ASEAN Corporate Governance Scorecard;

(vii) Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries published by the Securities Commission Malaysia;

(viii) Corporate Governance and Voting Guidelines issued by institutional investors;

(ix) Development in regional regulations and international market practices;

(x) National Sustainability Reporting Framework (NSRF);

(xi) BNM Climate Risk Management and Environmental, Sustainability & Governance (ESG) Guidelines;

(xii) IFRS Sustainability Disclosure Standards (IFRS S1 & S2); and

(xiii) Statement on Risk Management and Internal Control (SORMIC) Guide 2025.

Our Corporate Governance Framework is continuously reviewed and enhanced to keep pace with the evolving business and regulatory landscape. In response to new regulations, frameworks, and guidelines issued from time to time, CIMB conducts thorough analyses to determine the appropriate measures for compliance and alignment. This proactive approach includes developing and updating policies and frameworks to ensure that the latest best practices are firmly embedded within CIMB's governance structure.

CIMB's commitment to the highest standards of corporate governance was recognised through the following prestigious accolades in 2025. Among the notable recognitions received are:

ASEAN Corporate Governance Conference and Awards 2025

- ASEAN Top 50 PLC
- Top 5 PLC Malaysia

National Annual Corporate Report Awards 2025

- Platinum in the Best Sustainability Reporting
- Gold in the Excellence Awards – Companies With More Than RM10 Billion In Market Capitalisation
- Gold in the Best Designed Annual Report

National Corporate Governance and Sustainability Awards 2025

- Overall Excellence Award 2025 – Top 10

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

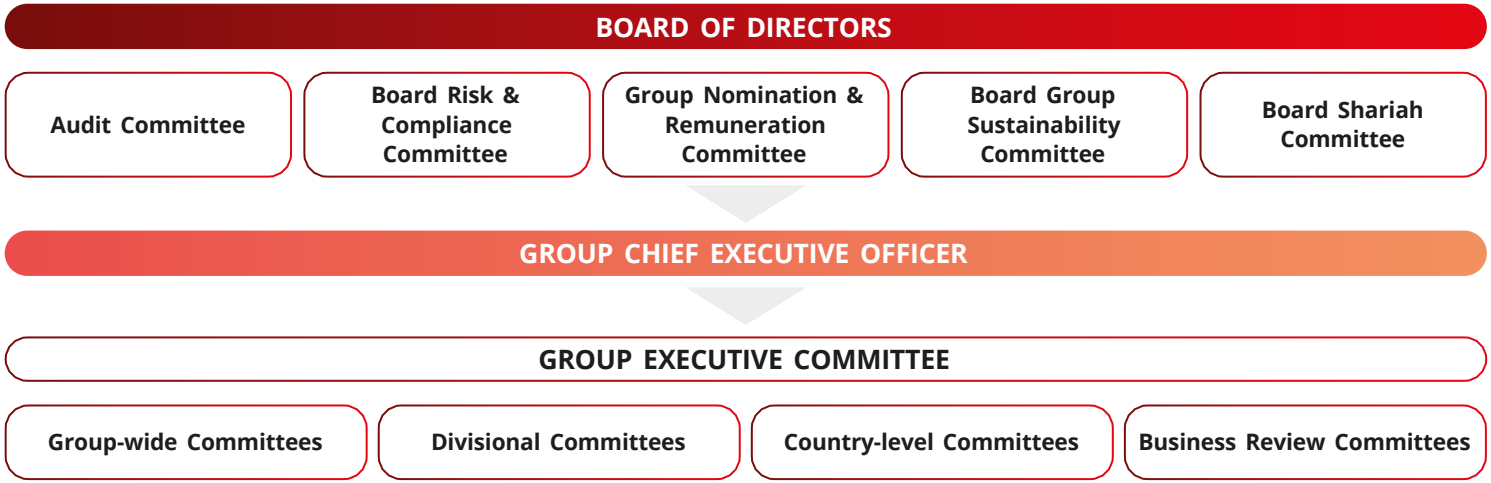
PRINCIPLE A

DRIVING LEADERSHIP AND ACCOUNTABILITY: THE BOARD'S ROLE IN GOVERNANCE

Our Board plays a pivotal role in steering CIMB's strategic direction and recognises that safeguarding stakeholder trust is essential to the Group's long-term success and resilience. This commitment is reinforced through strong leadership and robust oversight of business performance, regulatory compliance, and risk management.

CIMB strives for operational excellence while embedding sustainability and responsible corporate practices into every aspect of its business. Environmental, Social and Governance (ESG) considerations are integral to the Board's decision-making process, strategy and business planning, risk management, and performance evaluations for both the Board and Management. This approach strengthens governance and drives the effectiveness of the Group's sustainability agenda.

Our governance framework provides a clear organisational structure supported by strong internal controls and risk management systems. It ensures the Board's responsibilities are discharged effectively through delegated authority to Board Committees, the Group Chief Executive Officer (Group CEO), and Management Committees. Each plays a distinct yet complementary role in achieving the Group's strategic objectives, as illustrated below:



The Board oversees the Group's governance with due care and diligence, safeguarding assets and acting in shareholders' best interests, while fulfilling its fiduciary duties as outlined in the Board Charter. These responsibilities encompass the following principal duties:

(i) **Strategic Direction:** Review and approve the Group's strategic plan and monitor its implementation.

(ii) **Business Oversight:** Oversee the conduct and performance of the Group's business operations.

(iii) **Risk Management:** Identify key risks and ensure robust internal controls and mitigation measures are in place.

(iv) **Succession Planning:** Ensure effective succession planning for the Board and Senior Management.

(v) **Communications Policy:** Oversee the development and implementation of a clear communications framework.

(vi) **Governance & Controls:** Review and maintain the adequacy of the Group's governance framework, internal controls, and management information systems.

(vii) **Sustainability:** Oversee the development and execution of the Group's sustainability framework.

During the year, the Board launched Project Whip, a holistic governance initiative aimed at enhancing the quality and effectiveness of Board deliberations and reinforcing sound governance practices across the Group. As part of this exercise, the Board conducted a comprehensive review of the Board Charter and Terms of References (TOR) in Q2 2025. The review ensured alignment with evolving governance practices, eliminated duplication of roles and responsibilities, and strengthened measures to improve the effectiveness of Board deliberations. A key outcome of this exercise, informed by a comparative benchmarking exercise against peer institutions, was the realignment of oversight for matters relating to risk governance and regulatory compliance from the Audit Committee (AC) to the Board Risk and Compliance Committee (BRCC), in line with regulatory expectations across ASEAN and to avoid duplication of oversight at Board Committee level. This realignment is consistent with BRCC's mandate and enables the Board to better leverage the specialised expertise within BRCC.

Collectively, these enhancements reflect CIMB's proactive approach to maintaining best-in-class governance standards and supporting the Board in delivering sustainable value.

In FYE 2025, the Board focused its deliberations on:

- Annual Budget
- Group CEO's Quarterly Report
- Quarterly Capital Management Update
- Quarterly Shareholder Statistics Update
- Quarterly Report on Directors' Training, Directorships and Summary of Dealings Outside of Closed Period
- Reports from Board Committees
- Group Risk Posture
- Financial Statements
- Interim and Special Dividends
- Upstreaming of Excess Capital
- Asset Tokenisation Programme
- Formalisation and Updates to Group Policies
- Re-Appointment of External Auditors for FYE 2025
- Business Units Updates and Projects
- Basel II/Pillar 3 Disclosures
- Performance Assessment and Proposed Compensation for Executive Director (ED)
- Revision to the Board Charter and TOR of Board Committees
- Compliance Work Plan
- Annual Evaluation Exercise for Board and Key Responsible Persons
- Forward30 Strategy
- Annual Insurance Programme Renewal
- Touch & Go and Digital Banking Related Matters
- Sustainability Related Matters, Policy and Progress, Including Material Matters such as Climate Change, Economic Inclusion and Financial Literacy
- Business and Strategic Plan
- Corporate Structure Streamlining
- Bank Negara Malaysia's Composite Risk Rating Report
- Regulatory and Compliance Updates
- Brand and Marketing Strategy
- Related Party Transactions
- Board Succession Planning
- Board Meeting Effectiveness
- Shariah Investment Growth
- Additional Listing Plans
- Branch Transformation
- Merchant Acquisition Strategy
- Consumer Credit Operations with Artificial Intelligence Advancement
- Technology Blueprint

In addition, the Board has adopted a formal schedule of matters reserved for its decision, complemented by clearly defined delegated authorities. These are detailed in the Board Charter, which is publicly accessible at CIMB's corporate website www.cimb.com.

DEFINING LEADERSHIP ROLES: CHAIRMAN AND GROUP CEO

CIMB maintains a clear separation between the roles of Chairman of the Board and Group CEO, in line with the MCCG. This distinction ensures an appropriate balance of authority, promotes accountability, and strengthens decision-making effectiveness.

In the current landscape of heightened market volatility, evolving regulatory expectations, and global economic uncertainty, the Chairman's role remains pivotal in ensuring the Board's active oversight of strategic priorities and risk management.

The Board was led by Tan Sri Mohd Nasir Ahmad until his retirement on 19 July 2025, after which Datuk Syed Zaid Albar was appointed as Chairman effective 20 July 2025.

As Chairman, Datuk Syed Zaid Albar is responsible for sustaining robust governance practices and fostering a culture of accountability across the organisation. This includes creating an environment that enables constructive Board deliberations, ensuring decisions are well-informed and aligned with CIMB's long-term objectives, and balancing the interests of CIMB and stakeholders. He also plays a key role in guiding the Board's focus on resilience and sustainability, which are increasingly critical in today's dynamic operating environment.

To uphold independence, the Chairman does not serve on the AC or the Group Nomination and Remuneration Committee (GNRC). The Chairman is supported by a Senior Independent Director (SID), who acts as a trusted intermediary for Non-Executive Directors (NEDs) and provides an additional channel for stakeholders to raise concerns.

The respective roles and responsibilities of the Chairman, SID, individual Directors and the Group CEO are clearly defined in the Board Charter, available on CIMB's corporate website.

Corporate Governance Overview Statement

BOARD OVERSIGHT AND DELEGATED AUTHORITY TO THE GROUP CEO

The Board retains ultimate responsibility for oversight, while day-to-day management is delegated to the Group CEO, Novan Amirudin, supported by Group Executive Committee (GEXCO) and other Management Committees. These platforms monitor performance, review operational results, and ensure alignment with strategic priorities, enabling timely feedback and corrective actions.

Under this governance framework, CIMB also established a Fraud Oversight Committee, led by Management with participation from selected senior Board Members, to oversee fraud risk and safeguard integrity across the Group. The Committee's mandate includes overseeing fraud prevention measures, monitoring incidents, and ensuring that robust internal controls are effectively implemented and continuously strengthened, enabling the organisation to respond proactively to the evolving challenges and risks prevalent in the current business environment. This vigilant approach supports CIMB's commitment to upholding the highest standards of governance and risk management.

In addition, a dedicated task force was formed to track compliance across businesses, underscoring CIMB's proactive approach to risk management and operational resilience. This task force is responsible for systematically identifying and evaluating gaps within the organisation's processes and practices. Updates and corrective actions will be reported directly to the Board, ensuring that the Board remains informed and able to provide oversight on the implementation of improvements. This structured approach supports continuous enhancement of governance and operational effectiveness.

CIMB promotes governance and sustainability through inclusive leadership. The Group Employee Diversity & Inclusion Policy supports diversity in gender, age, background, belief, ethnicity, skill, and ability across all levels. Our leadership composition reflects ongoing efforts to strengthen gender diversity, with women representing 25% of Senior Management.

BOARD'S DELEGATION TO COMMITTEES

In line with the Board Charter, the Board delegates specific responsibilities to its Committees to support effective governance and oversight. Each Committee operates within a clearly defined scope set out in its TOR, which outline the Committee's objectives, authority, meeting procedures and membership composition. All Board Committees comprise only NEDs to maintain independence in decision-making. In line with the TOR, Chairpersons of each Committee present concise updates to the Board, facilitating prompt escalation of significant matters.

TORs are reviewed periodically to remain aligned with regulations, policies, and best practices, with any changes requiring Board approval. In tandem with Project Whip, the TORs of all Board Committees were comprehensively reviewed and updated to ensure alignment with the Board Charter, remove overlapping roles and responsibilities between the Board and Board Committees, and strengthen the effectiveness of Board deliberations. These enhancements provide greater clarity of mandate and enable Committees to focus on their core areas of oversight.

These measures collectively demonstrate CIMB's commitment to governance transparency and accountability, ensuring stakeholders have confidence in the integrity of the Group's decision-making processes.

The current composition and key matters discussed at the Board Committees for FYE 2025 are summarised as follows:

AUDIT COMMITTEE (AC)

Members:

1. Datin Azlina Mahmad – Chairperson/Independent Non-Executive Director (INED)
2. Ho Yuet Mee – Member/INED
3. Yasmin Aladad Khan – Member/INED (Appointed on 1 December 2025)
4. Didi Syafruddin Yahya – Member/INED (Resigned effective 10 January 2026)

Key Deliberations:

- Matters relating to the Group, 3 Malaysian Financial Institutions and Regional Subsidiaries
- Matters relating to other Non-Banking Subsidiaries of the Group
- Review of Financial Results and Approval of Financial Statement
- Related Party Transactions
- MFRS/IFRS 9 Updates
- Audit and Non-Audit Services provided by External Auditors
- PwC Audit Committee and Internal Controls Report for FYE 2025
- PwC Early Warning Report for FYE 2025:
  - PwC Transparency Report
  - PwC Audit Plan
  - Reappointment of External Auditors
  - CIMB Singapore Branch: Auditor's Long Form Report
  - Prohibited and Permitted Non-Audit Services for Group External Auditors
- CIMB Philippines Audit Plan
- Credit Related Control Issues – Management's Action Plans
- Audit Report on Sathorn Asset Management Company Limited (STAMC)

AUDIT COMMITTEE (AC) (cont'd.)

Key Deliberations: (cont'd.)

- Sustainability Assurance Findings Report
- Group Corporate Assurance Division (GCAD)'s Internal Audit Plan for 2025
- GCAD Forward23+ Closure
- GCAD 2.0 Progress Update
- External Quality Assurance Review Report on GCAD
- Investigation Reports – Whistleblowing
- Project Aquarius 3.0: Skills Assessment Results and Training Recommendation
- Appointment of Consultant for the Gap Analysis Against the Global Internal Audit Standards
- Independent Assessment by Deloitte on Risk Assessment Methodology and Data Analytics Framework for Group Corporate Assurance Division
- GCAD's Audit Plans to Address Supervisory Concerns Raised by Monetary Authority of Singapore (MAS)
- MAS Credit Inspection: Update on Remediation Progress
- Culture Assessment Framework
- Moratorium on IT-related Audits in CIMB Philippines
- Update on Management Investigation and Action Plans relating to Branch's Deceased Staff Incident
- GCAD 2026 Audit Plan & Resource Requirement
- GCAD 2026 Financial Budget
- GCAD 2026 and Group Chief Internal Auditor (GCIA) Scorecard
- AC's Evaluation on GCAD and GCIA Performance for 2025
- TOR of Audit Committee
- Red Team Exercise Report
- Documents pertaining to Annual Report 2025

For further details about the Committee, please refer to the AC TOR available on our corporate website at Board Committees | CIMB Group Committees | CIMB.

BOARD RISK AND COMPLIANCE COMMITTEE (BRCC)

Members:

1. Lyn Therese McGrath – Chairperson/INED (Re-designated effective 10 January 2026)
2. Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz – Member/INED (Appointed on 10 January 2026)
3. Dato' Lee Kok Kwan – Member/NINED
4. Didi Syafruddin Yahya – Member/Non-Independent Non-Executive Director (NINED) (Resigned effective 10 January 2026)

Key Deliberations:

- Macroeconomic Outlook
- Group Risk Reports:
  - High-Level Group Risk Dashboard
  - Group Risk Appetite Dashboard
  - Asset Quality Heatmap
  - Compliance to the 2024 Risk Posture
  - International Offices Risk Appetite Dashboard
  - Non-Financial Risk
- Group Legal & Compliance Report
- FYE 2024 Annual Performance Review for Group Chief Risk Officer and Group Chief Legal & Compliance Officer
- Risk Appetite Statement for FYE 2025
- Customer Experience (CX) Performance
- Overview of China Exposure
- Revised 2025 Risk Appetite Statement for CIMB Group
- Group Liquidity Risk Management Policy
- FY2025 Liquidity-related Recovery Indicators, Behavioral Liquidity Gap Limits under Business-as-Usual and Combined Crisis Scenarios
- CIMB Group Recovery Plan
- 2025 Compliance Work Plan
- Sustainability and Climate Risk Appetite Metrics

For further details about the Committee, please refer to the BRCC TOR available on our corporate website at Board Committees | CIMB Group Committees | CIMB.

GROUP NOMINATION AND REMUNERATION COMMITTEE (GNRC)

Members:

1. Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz – Chairperson/INED (Re-designated effective 10 January 2026)
2. Shulamite N K Khoo – Member/INED
3. Datin Azlina Mahmad – Member/INED
4. Didi Syafruddin Yahya – Member/NINED
5. Selvendran Katheerayson – Member/INED (Appointed on 1 August 2025)

Key Deliberations:

- Board and Committee Succession Planning
- Board and Board Committees' Composition
- Appointment of Board Shariah Committee Members
- Renewal of Appointment of Directors with BNM
- Reappointment of Retiring Directors at Annual General Meeting and Renewal of Directors Appointment with BNM for Tenures Expiring in 2025/2026
- Appointment of Directors on External Boards
- Update to Succession Planning for Senior Officers (SOs)
- Appointment of New SOs
- Assessment of Potential Candidates for the Position of Respective Country CEO, and SOs
- GCEO-1 Organisational Chart/Leadership Changes and Updates
- Review by Control Functions
- Remuneration of the Directors, CEOs/EDs, SOs and Material Risk Takers
- Long-Term Incentive Plan
- KPIs and Scorecards Setting for CEOs/EDs and SOs
- Board Effectiveness Assessment Exercise
- Directors' Development Plan
- CIMB Niaga Syariah Spin-Off
- SBF: Reimagined Operating Model and Processes Updates
- Policies and Updates on Corporate Governance of the Group
- Review of Board Remuneration for Subsidiaries
- Group Remuneration Policy and Remuneration Disclosures
- Board Committee Framework
- Board Composition and Skill Set Framework
- Board Governance Framework
- Regulatory and Compliance Updates

For further details about the Committee, please refer to the GNRC TOR available on our corporate website at Board Committees | CIMB Group Committees | CIMB.

Corporate Governance Overview Statement

BOARD GROUP SUSTAINABILITY COMMITTEE (BGSC)

Members:

1. Ho Yuet Mee – Chairperson/INED
2. Lyn Therese McGrath – Member/INED
3. Zuhaida Zulkifli – Member/INED of CIMB Islamic Bank (Appointed on 1 April 2025)
4. Sukanta Kumar Dutt – Member/INED of CIMB Bank Berhad (Appointed on 1 August 2025)
5. Yasmin Aladad Khan – Member/INED (Appointed on 1 December 2025)
6. Dr. Adrian Toho Parada Panggabean – Member/INED of CIMB Investment Bank (Appointed on 1 January 2026)
7. Tan Ting Min – Member/INED of CIMB Investment Bank (Resigned effective 31 December 2025)

Key Deliberations:

- Forward30 Sustainability Strategy
- CIMB's Material Sustainability Matters
- Group Sustainability Policy
- Appointment of Sustainability Champions at Major Subsidiaries
- Required Skills within the Board and its Committees to Support Effective Governance and Decision-Making
- CIMB Sustainability Academy
- Sustainability KPIs Linked to Long-Term Incentive Plans and the Remuneration Framework
- FY2025 Sustainability Risk Appetite Statement, Metrics and Dashboard
- FY2026 Climate Risk Appetite Setting
- Material Risk Assessment, Incorporating Sustainability and Climate Risk Considerations
- Sustainability and Climate Risk Hotspots and Emerging Risks
- Group-Wide Stress Testing, with Climate Risk Drivers Embedded

BOARD GROUP SUSTAINABILITY COMMITTEE (BGSC) (cont'd.)

Key Deliberations: (cont'd.)

- Bank Negara Malaysia Climate Risk Stress Testing Results and Insights
- Progress on Key Sustainability Initiatives and Goals
- Net Zero Operationalisation, and Progress Towards Interim 2030 Net Zero Targets
- Green, Social, Sustainable Impact Products and Services (GSSIPS) Targets and Progress
- CIMB's Approach to Managing Nature and Biodiversity.
- Nature and Biodiversity Report
- Human Rights Saliency Assessment
- Economic Empowerment and Financial Inclusion Roadmap and Initiatives
- Corporate Responsibility Strategy and Initiatives
- The Cooler Earth Sustainability Series
- Investor Engagement Strategy in Relation to Sustainability Matters
- IFRS S2 Implementation and Climate Disclosure Framework
- CIMB's Sustainability Report
- External Assurance of Key Sustainability Indicators and Internal Review of Key Controls Over Sustainability Data

For further details about the Committee, please refer to the BGSC TOR available on our corporate website at Board Committees | CIMB Group Committees | CIMB.

The Board is also supported by the Board Shariah Committee, which plays a critical role in ensuring compliance with Shariah principles across the Group's Islamic banking operations. The role, responsibilities, and terms of the Board Shariah Committee are provided under the Board Shariah Committee Report section of the Integrated Annual Report.

BOARD MEETING AND PROCESSES

During FYE 2025, the Board convened 6 scheduled meetings, with additional sessions held as required. Meeting dates were set in advance to facilitate Directors' planning, and meetings were conducted in both physical and virtual formats with Senior Management providing insights on key matters. All Directors maintained over 75% attendance.

The Chairperson, in consultation with the Group CEO and the Group Company Secretary, direct the setting of the Board agenda to ensure adequate time and information for deliberation, while allowing flexibility for urgent matters. Comprehensive Board papers are circulated at least 5 business days prior to meetings, except when permitted by the Chairperson and uploaded to a secure digital platform for remote access. Deliberations and decisions are promptly minuted and circulated, with action items communicated within 24 hours.

Directors' attendance at Board and Board Committee meetings for FYE 2025 is set out below:

Director	Attendance of Meeting				
	Board	Board Committee			
		BRCC	AC	GNRC	BGSC
Tan Sri Mohd Nasir Ahmad^	7/7	1/1	–	–	1/1
Datuk Syed Zaid Albar**	7/7	–	–	–	–
Novan Amirudin	13/13	–	–	–	–
Dato' Mohamed Ross Mohd Din^	5/5	1/1	5/5	6/6	–
Dato' Lee Kok Kwan	13/13	5/5	–	–	–
Afzal Abdul Rahim*	1/1	–	–	1/1	–
Didi Syafruddin Yahya	13/13	5/5	14/14	12/12	1/1
Shulamite N K Khoo	13/13	–	–	12/12	–
Ho Yuet Mee	13/13	–	18/19	–	4/4
Datin Azlina Mahmad	13/13	–	19/19	12/12	–
Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz	13/13	–	–	12/12	–
Lyn Therese McGrath	13/13	5/5	–	–	4/4
Selvendran Katheerayson**	5/5	–	–	2/2	–
Yasmin Aladad Khan**	1/1	–	1/1	–	0/0

Notes:

* *Afzal Abdul Rahim resigned on 31 January 2025*

^ *Dato' Mohamed Ross Mohd Din retired on 18 April 2025, followed by Tan Sri Mohd Nasir Ahmad on 19 July 2025.*

** *Datuk Syed Zaid Albar was appointed as an INED on 18 June 2025 and later redesignated as Chairman on 20 July 2025. Selvendran Katheerayson was appointed as a NINED on 1 August 2025, followed by Yasmin Aladad Khan who was appointed as an INED on 1 December 2025.*

In addition to formal Board meetings, the Board convened sessions exclusively for NEDs during the year, without the presence of Management, to facilitate independent deliberation. In 2025, the Board further enhanced this practice through the introduction of Board Reflection Sessions, conducted immediately after each Board meeting and similarly held in the absence of Management. These sessions provide a structured and confidential platform for the Board to objectively assess the quality and effectiveness of its deliberations, promote open and candid discussions, and continuously strengthen its decision-making and oversight responsibilities, consistent with the principles of independent judgement and board effectiveness.

ROLE OF COMPANY SECRETARY IN GOVERNANCE

The Board is supported by the Group Company Secretary, who plays a pivotal role in promoting strong governance under the direction of the Chairman. Responsibilities include ensuring the effective functioning of the Board and its Committees, facilitating timely and accurate information flow between the Board, Committees and Senior Management, and acting as the principal liaison with regulators. The Group Company Secretary attends all Board meetings, records deliberations and decisions, and oversees Director induction and ongoing professional development. Appointment and removal remain under the authority of the Board, as stipulated in the Board Charter.

Datin Rossaya Mohd Nashir continues to serve in this role, bringing extensive experience since 2002.

During the year, the Group Company Secretary spearheaded Project Whip, which delivered several significant outcomes. Notably, an enhanced Board Paper Guideline was introduced to further strengthen governance and optimise Board procedures. This Guideline is designed to enhance the organisation, clarity, and relevance of materials submitted to the Board, thereby facilitating more informed deliberation and decision-making on critical matters. Additionally, it enforces stringent submission deadlines and ensures thorough documentation of action items and meeting minutes. This initiative underscores CIMB's ongoing commitment to upholding robust governance standards and ensuring the effective administration of Board affairs.

EMBEDDING SUSTAINABILITY WITHIN GOVERNANCE FRAMEWORKS

As part of CIMB's Forward30 strategy, sustainability remains a core commitment embedded within the Group's governance framework. The Board is responsible for ensuring that sustainability considerations are integrated into the discharge of its duties, including the formulation and execution of strategies, business plans, major initiatives and risk management.

Corporate Governance Overview Statement

To further strengthen governance oversight and alignment, CIMB appointed Board Sustainability Champions across key subsidiaries within the Group. These Champions support the integration of sustainability considerations into Board decision making, facilitate two way communication across the Group, and contribute regional and local perspectives to inform Group level discussions on emerging risks and opportunities.

Recognising the importance of setting the tone from the top, the Group has rebranded its former Group Sustainability and Governance Committee (GSGC) to BGSC. In line with the principle of clear delineation of roles and responsibilities, governance oversight previously undertaken by the former GSGC in relation to the Integrity Governance Unit has been reassigned to the BRCC. This realignment streamlines CIMB's overall governance oversight function while enabling the BGSC to focus more effectively on sustainability related matters.

The BGSC's primary mandate is to assist the Board and subsidiary Boards in discharging responsibilities that include:

- Championing sustainability as a fundamental imperative across the Group.
- Providing strategic oversight and guidance in the formulation, execution and monitoring of sustainability-related strategies, frameworks and policies – encompassing climate change and other material matters, including corporate responsibility.
- Overseeing sustainability-related risk management and ensuring robust consequence management for any breaches.

The BGSC is supported by Management, notably through the following Committees:

- GEXCO: Endorses the Group's sustainability strategy and key commitments, approves escalated high risk sustainability matters, and supports organisation wide capability building.
- Group Transformation Committee: Oversees the execution of sustainability and climate related initiatives under the Forward30 strategy.
- Group Sustainability Council: Oversees sustainability risk management and policy implementation and embeds sustainability considerations across the Group to advance responsible banking and sustainable finance.
- Group Risk & Compliance Committee: Oversees Group wide risk management, including the integration of sustainability and climate related risks into enterprise risk management, stress testing and risk appetite.

The Board and Management are supported by the Group Chief Sustainability Officer and the Group Sustainability team, who provide subject matter expertise and operational support. Senior Management plays a central role in driving the strategic management of material sustainability matters, enabling effective oversight and execution across the Group.

Execution is enabled through the Integrated Sustainability Operating Model (ISOM), which mobilises sustainability specialists and champions across business units and enabling functions to translate Board and Management direction into coordinated and consistent delivery of sustainability and climate related priorities.

Accountability is reinforced through the CIMB Group Remuneration Policy, under which Group performance is assessed using a balanced scorecard that incorporates sustainability related measures. The Group CEO, Senior Management and employees across all divisions are evaluated against sustainability KPIs with a minimum weighting of 5%. These KPIs directly influence overall performance as well as divisional bonus pool allocations, thereby aligning remuneration outcomes with the achievement of sustainability objectives.

In addition, the certification and professional development of BGSC members in sustainability related areas is tracked.

For further details on CIMB's sustainability initiatives and performance, please refer to the Sustainability Statement in this Annual Report and the accompanying Sustainability Report.

COMMITMENT TO ETHICAL BUSINESS PRACTICES, CORPORATE GOVERNANCE, AND ORGANISATIONAL CULTURE

The Board, together with Management and its oversight committees, remains steadfast in embedding robust governance frameworks across the Group. Our approach is anchored on clear accountability structures, comprehensive policies, and rigorous risk management practices that safeguard stakeholder interests and ensure compliance with regulatory standards. We continue to set a strong tone from the top, reinforcing integrity and adherence to CIMB's core values in every aspect of business conduct. Through regular reviews of Board charters, committee mandates, and internal controls, we uphold transparency and ethical decision-making. This commitment underpins the Group's key governance initiatives, including our Code of Conduct, Anti-Bribery and Corruption Policy, and Whistleblowing Policy.

1. DIRECTORS' CODE OF CONDUCT

The Board adopted a comprehensive Code of Conduct for Directors, setting out the standards of ethical behaviour and professional integrity expected in the discharge of fiduciary duties. The Code applies to all CIMB Directors and is anchored on 5 core principles: competence, integrity, fairness, confidentiality, and objectivity, consistent with the Code of Ethics for the Financial Services Industry issued by the Financial Services Professional Board. The Code is available on our corporate website at www.cimb.com.

2. EMPLOYEE CODE OF CONDUCT

The Board has also established a Group-wide Code of Conduct, underpinned by CIMB's core philosophy of "Creating Value, Enabling Our People and Acting with Integrity." This Code sets clear expectations for all employees in their interactions with customers, business partners, regulators, colleagues, and other stakeholders. It provides practical guidance for ethical decision-making and reinforces compliance with Group policies on conflicts

of interest, anti-bribery and corruption, anti-money laundering/counter-financing of terrorism, customer management, whistleblowing, and fraud prevention.

By embedding these principles, CIMB ensures that both Directors and employees uphold the highest standards of governance, integrity, and accountability in all aspects of business conduct.

3. WHISTLEBLOWING POLICY

The Board, together with Management, has established and periodically reviews CIMB's Whistleblowing Policy to ensure robust procedures for reporting and addressing concerns. The Policy provides clear channels for individuals to raise legitimate concerns regarding illegal, unethical, or improper practices in a confidential manner and without fear of retaliation.

Applicable to all employees, suppliers, vendors, customers, and other stakeholders, the Policy outlines the process for objective investigation and resolution of reported matters. This framework reinforces CIMB's commitment to transparency, accountability and sound governance.

Our Whistleblowing Policy is publicly accessible on CIMB's corporate website for ease of reference.

4. ANTI-BRIBERY & CORRUPTION POLICY

CIMB Group's Anti-Bribery and Corruption Policy sets out clear principles for managing bribery and corruption risks across all operations. It reinforces our unwavering commitment to full compliance with the Malaysian Anti-Corruption Commission (MACC) Act 2009, its 2018 amendment, and all applicable anti-bribery and anti-corruption laws in the jurisdictions where we operate. We adopt a zero-tolerance approach to bribery and corruption and align our practices with global standards and best practices to uphold integrity in every aspect of our business.

5. ENTITY GOVERNANCE FRAMEWORK

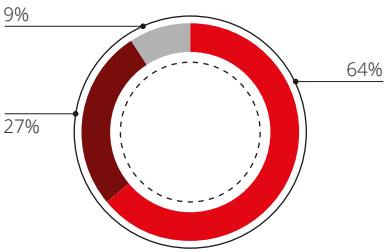
CIMB has established the Group Entity Governance Policy and Procedure (Group EGP) to set minimum governance standards for all entities within the Group, ensuring accountability, effective communication, and alignment with the parent entity. The framework addresses governance risks arising from diverse structures and requires entities to exercise sound judgement and escalate concerns when necessary.

To maintain relevance and facilitate effective implementation across the organisation, the Group EGP was reviewed and updated to reflect current regulatory expectations and business needs. The revised framework was approved by the Board in October 2025.

BOARD PROFILE

The Board's composition emphasises independence, in line with MCCG's recommendation for large companies to have majority of Independent Directors.

As at 28 February 2026, our Board consisted of 11 members:



INEDs	Datuk Syed Zaid Albar (Chairman) Shulamite N K Khoo Ho Yuet Mee Datin Azlina Mahmad Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz Lyn Therese McGrath Yasmin Aladad Khan
NINEDs	Dato' Lee Kok Kwan Didi Syafruddin Yahya Selvendran Katheerayson
ED/Group CEO	Novan Amirudin

BOARD COMPOSITION: STRENGTH IN DIVERSITY

The Board also relies on the Board Composition and Skill Set Framework, established in December 2022. This Framework serves as a strategic tool to analyse current Board composition, industry experience, and skill sets, while identifying actions required to maintain an appropriate size, composition, and diversity. It also supports succession planning by guiding candidate selection based on the Board's evolving needs. The Framework is reviewed annually and updated as necessary.

The Board has identified competencies in key areas such as operations, risk management, finance, leadership, technology, legal, human resources, and sustainability, with a strong emphasis on substantial experience in banking and financial services. As of 31 December 2025, at least 80% of Board members possessed experience and expertise in banking and other financial services industries. Periodic reviews of Board composition and diversity are conducted to ensure continued alignment with these guiding principles.

Corporate Governance Overview Statement

In adherence to the Board Charter, which limits an INED's tenure to a maximum of 9 years, none of the INEDs in FYE 2025 exceeded this tenure. The Board also maintained a minimum of 30% women representation, in line with MCCG recommendations, and values age diversity as a source of fresh, innovative perspectives. To this end, the Board met the mandated requirement of appointing at least 1 member below 50 years old, as outlined in the Board Composition and Skill Set Framework.

The Board recognises that diversity is essential for effective governance and decision making. A mix of backgrounds, skills, gender, and perspectives enhances Board deliberations and supports CIMB's ability to respond to a dynamic business environment.

To guide this commitment, the Board has adopted a Board Diversity Framework, which sets out principles on independence, skills and experience, gender, cultural background, and age. This framework ensures the Board composition reflects a broad spectrum of talent and is available on CIMB's corporate website.

Complementing this, the Board Composition and Skill Set Framework, established in December 2022, serves as a strategic tool to assess current composition, identify critical competencies, and support succession planning. It is reviewed annually and updated as needed to maintain alignment with the Group's evolving requirements.

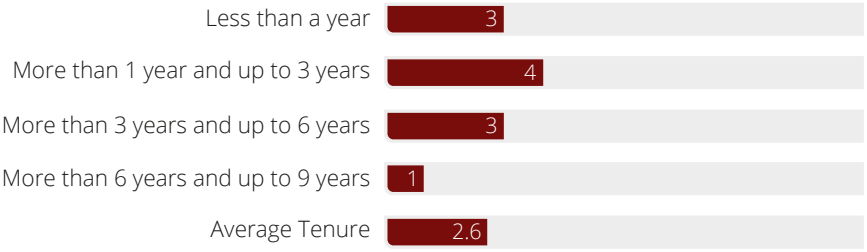
The Board's tenure and diversity as at 28 February 2026 are illustrated below:

Board Diversity

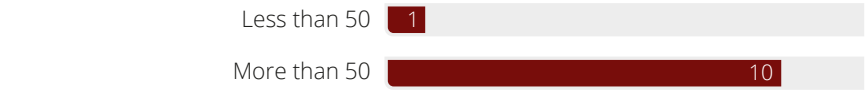
Skill



Tenure



Age



Gender



Nationality



BOARD APPOINTMENT AND SUCCESSION PLANNING

CIMB adopts a formal and transparent process for Director appointments to ensure candidates possess the right skills, experience, and integrity. The Board delegates responsibility for Board appointments and oversight of its composition to the GNRC, which ensures alignment with strategic needs and governance standards. Regular Board refreshment introduces diverse perspectives and new competencies and strengthening strategic oversight. This also fosters robust discussions and innovative thinking as well as reinforces the Board's ability to effectively support the Group's growth objectives whilst remains to be dynamic and responsive to evolving challenges and opportunities.

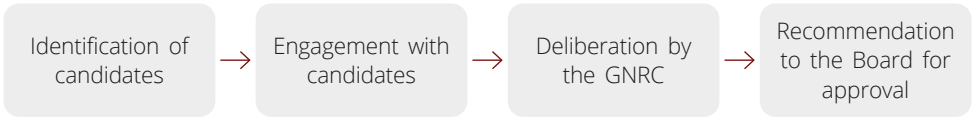
The Board is guided by regulatory policies and internal governance frameworks, including the BNM Policy Document on Fit and Proper Criteria, the Board Charter as well as the Board Diversity Framework. These frameworks set clear expectations on independence, conflict of interest, maximum tenure, and diversity, ensuring compliance with MCCG and reinforcing CIMB's commitment to strong governance and effective succession planning.

Board succession planning is anchored on the Board Composition and Skill Set Framework, which outlines the essential skills and experiences required for effective governance. The framework specifies minimum representation for each competency and incorporates key considerations such as board size, tenure, age, and gender diversity to ensure balanced and inclusive leadership.

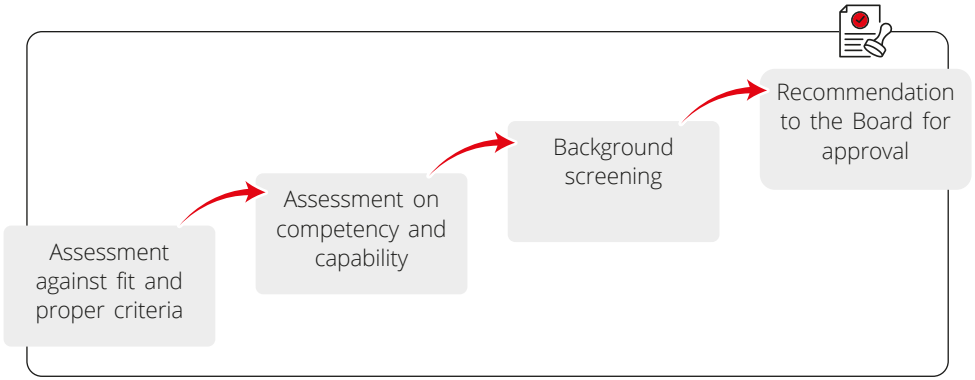
To identify INED candidates, the GNRC adopts a rigorous sourcing process that leverages multiple channels, including professional search firms, recommendations from the Board, major shareholders, and Management. External sources such as the Directors' Register maintained by FIDE FORUM, BNM, Institute of Corporate Directors Malaysia, Perbadanan Insurans Deposit Malaysia, and professional associations are also considered to ensure a robust and independent selection process. In support of this approach, during 2025, CIMB engaged several professional search firms, including FIDE FORUM and international consulting firms, to identify a broad pool of potential Independent Non-Executive Director candidates. This exercise is undertaken as part of the Board's succession planning process, to ensure continued access to diverse, high calibre and suitably qualified candidates who meet the Board's skills, independence and diversity requirements.

In addition to the established appointment procedures, the GNRC undertakes a comprehensive assessment of candidates' independence, with reference to key governance documents, including the BNM Corporate Governance Policy Document, the Listing Requirements and the MCCG. In doing so, the GNRC ensures that all relevant criteria and standards are rigorously applied, and that candidates satisfy the required independence status and all applicable regulatory expectations.

The following outlines the nomination, evaluation, and approval procedures for new appointments:



The process for assessing and approving re-appointments is outlined below:



Corporate Governance Overview Statement

The GNRC also assesses external commitments in line with the Board Charter and evaluates behavioural attributes expected of NEDs.

In accordance with the CA 2016, at each Annual General Meeting (AGM), 1/3 of the Directors, or the number nearest to 1/3, shall retire by rotation and, being eligible, may offer themselves for re-election.

During the year, CIMB experienced several key changes to its Board composition, as set out below:

- Dato' Mohamed Ross Mohd Din retired on 18 April 2025 retired on 18 April 2025 after completing his 9-year tenure on the Board;
- Tan Sri Mohd Nasir Ahmad retired on 19 July 2025, upon completing his extended 1-year extended tenure as Non-Independent Chairman/Director, following the end of his 9-year tenure on 19 July 2024;
- Datuk Syed Zaid Albar was appointed to the Board effective 18 June 2025, and subsequently assumed the role of Chairman on 20 July 2025;
- Selvendran Katheerayson and Yasmin Aladad Khan joined the Board on 1 August 2025 and 1 December 2025 respectively; and
- Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz was re-designated as an INED with effect from 1 January 2026, while Didi Syafruddin Yahya was re-designated as a NINED with effect from 10 January 2026.

DIRECTOR INDEPENDENCE AND FIT & PROPER COMPLIANCE

The Board, through the GNRC, ensures that all INEDs meet independence requirements and comply with the Fit & Proper Criteria prescribed by BNM. A comprehensive assessment is conducted for both newly appointed and existing Directors to confirm their suitability and ability to commit sufficient time to Board and Committee responsibilities.

The Fit and Proper assessment encompasses 3 fundamental dimensions. First, it evaluates probity, personal integrity, and reputation, requiring directors to uphold honesty, ethical conduct, and maintain a sound reputation. Second, it considers competency and capability, ensuring that directors possess the requisite knowledge, experience, and skills to discharge their responsibilities effectively. Lastly, it examines financial integrity, emphasising the importance of prudent financial management and soundness, free from circumstances that could compromise judgement.

Each INED affirms annually that they remain independent by confirming they have no substantial shareholding in CIMB or its related entities, no significant business or advisory relationships, no family ties to key personnel or major shareholders, and no circumstances that could create conflicts of interest or compromise independence.

Following the FY2025 assessment, the GNRC and the Board are satisfied that all Directors have met the Fit and Proper criteria, and all INEDs have complied with the independence requirements outlined in the Board Charter. INEDs are reminded of their obligation to promptly notify the Board should any circumstance arise, that may impair their independence.

BOARD EFFECTIVENESS ASSESSMENT

The annual Board Effectiveness Assessment (BEA) is a key governance process to evaluate the performance of the Board, its Committees, and individual Directors in fulfilling their roles, including oversight of sustainability and ESG matters. The assessment covers areas such as leadership, competencies, behavioural attributes, delegation of responsibilities, and the adequacy of Board processes, providing insights to strengthen Board performance.

Responsibility for the BEA rests with the GNRC, guided by the CIMB Annual Evaluation Manual, to ensure regulatory compliance. In line with best practices, the Manual prescribes an external evaluation every 3 years to provide independent perspectives and benchmarking.

For FYE 2024, the GNRC, supported by the Group Company Secretary, conducted the BEA internally, in accordance with an established scope and set of assessment criteria as outlined below:

Governance Dimension	Criteria
Part A: Board Effectiveness	• Board Composition and Development • Board Responsibilities • Board Dynamics • Chairperson's Leadership • Board Administration & Process • Overall Effectiveness of Board Committees • Directors' Self and Peer Evaluation • Overall Effectiveness of the Board
Part B: Board Committees' Effectiveness *(assessment from the perspective of Committee Chairperson and members)*	• Quality and Composition of the Committee • Responsibilities and Effectiveness of Deliberations and Contributions • Meeting Administration and Conduct • Performance of the Committee Chairperson
Part C: Performance of Group Company Secretary	• Performance of Group Company Secretary • Effectiveness of the Company Secretarial team
Part D: 360° Board–GEXCO Assessment	• Quality of Leadership and Composition • Quality of Communication, Articulation and Responsiveness • Strategic Interaction

The results affirmed the effectiveness of the Board, its Committees, the Chairperson, and individual Directors in discharging their duties. Areas identified for improvement broadly include the following:

- Strengthen focus on long-term strategic planning and scenario analysis.
- Clarify delegation of responsibilities between the Board and Committees to avoid overlaps.
- Broaden Board expertise through Directors with technology, Artificial Intelligence (AI), and diverse backgrounds.
- Advance Board development via targeted learning on ESG, digitalisation, cybersecurity, and strategic risk.
- Foster more interactive engagement with Management through joint strategy sessions and consistent communication.
- Improve timeliness and clarity of Board papers, leveraging digital tools and AI.
- Formalise succession planning and modernise the Company Secretary function, enhancing coordination and technology capabilities.

The GNRC and the Board noted the findings of the BEA and took appropriate steps to address them. An action plan has been developed to implement the recommended enhancements throughout FY2025, covering areas such as strategic focus, governance processes, and Board development initiatives.

The initiation of Project Whip as part of the action plan arising from the BEA further strengthens CIMB's governance practices. The initiative focuses on streamlining oversight mechanisms between the Board and its Committees, ensuring responsibilities are clearly delineated thereby minimising overlaps. Additionally, Project Whip establishes comprehensive guidelines pertaining to the conduct of Board meetings and the preparation of Board papers, aiming to support more effective and efficient decision-making.

Progress against this action plan is actively monitored by the GNRC to ensure timely execution and alignment with best practices. Insights from the assessment also serve as a key reference in decisions concerning the reappointment of Directors, the composition of Board Committees, and any future restructuring initiatives.

In line with the MCCG recommendation which advocates that the annual evaluation of the Board, Board Committees and individual Directors be facilitated by an independent expert at least once every 3 years, the Board has appointed an independent external consultant to conduct the BEA for FYE2025 to facilitate an objective evaluation of Board and Committee effectiveness.

DIRECTORS' DEVELOPMENT

The Board acknowledges the importance of continuous development to ensure Directors remain well-informed and capable of addressing evolving business challenges. To this end, a structured Directors' Development Plan is in place, encompassing induction programmes, mandatory training, and targeted initiatives tailored to each Director's role, tenure, and responsibilities.

The Annual Directors' Training Programme remains a cornerstone of this approach, complemented by in-house and external sessions facilitated by the Group Company Secretary throughout 2025. In addition, the Board engaged an external party to design curated training workshops aimed at strengthening Board capabilities and fostering a more dynamic interaction among members.

In line with prevailing industry trends, the Directors participated in a specialised session on Artificial Intelligence (AI), featuring presentations by distinguished industry experts. The programme covered key topics such as:

- Convene, CIMB's paperless meeting system
- Cloud and AI fundamentals
- Risk and compliance considerations in AI adoption
- Operationalising AI within business processes
- Hands-on experience with Microsoft Co-Pilot

These sessions were designed to equip the Board with essential digital skills in line with the current technological landscape. Importantly, this initiative also addresses 1 of the improvement areas identified during the last BEA.

The Board actively monitors the relevance and frequency of training undertaken, with quarterly updates provided by the Group Company Secretary. During the financial year, Directors participated in a broad range of programmes covering areas such as finance, accounting and audit, capital markets, governance, information technology, Islamic banking, leadership, strategy, risk management, and sustainability. These efforts reflect the Board's commitment to maintaining high standards of governance and ensuring Directors are equipped to discharge their duties effectively.

2025 DIRECTORS' TRAINING FOCUS AREAS	
Accounting/Audit/Finance	16
Business Management/Corporate Leadership	55
Human Resources	1
Investment/Corporate Finance	20
Legal	10
Risk Management	9
Sustainability	26
Technology	23

Corporate Governance Overview Statement

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

CIMB has in place a Directors' Remuneration Framework designed to:

a) Reflect the increasing complexities of the duties, responsibilities, expectations and commitment of NEDs in line with CIMB's size and scope;

b) Attract the right talent at regional and international level to serve the Board and enhance diversity; and

c) Safeguard NEDs' independence and ensure the effective discharge of fiduciary duties.

To achieve these objectives, the Framework applies principles of fairness, transparency, independence and competitiveness, supported by regular benchmarking against industry peers and back-testing with closest comparators. The Framework is reviewed by the Board through the GNRC every 3 years, with any changes disclosed in the Annual Report.

In 2025, the Board undertook a comprehensive review of the NEDs' Remuneration Framework, the first since 2017, through an external benchmarking exercise. The review confirmed that the previous fee structure no longer reflected heightened responsibilities under prevailing regulatory requirements and CIMB's regional presence. Based on consultant analysis of market trends and cost perspectives, a revised fee structure was approved by the Shareholders at the 68th AGM held on 29 April 2025.

Key enhancements include the introduction of a retainer fee for Board Committee membership to recognise additional time and contribution at Committee level, while meeting fees remain unchanged at RM5,000 per meeting. These revisions aim to reflect the increasing complexity of NEDs' roles, safeguard independence and ensure competitiveness to attract and retain the right calibre of talent.

The Group's Directors' Remuneration Framework is as follows:

CIMB		Retainer Fees (RM per annum)	Chairperson's Premium (RM per annum)	Meeting Fees (RM per meeting)
Board	Chairperson#*	250,000	430,000	5,000
	Member#	250,000	N/A	5,000
Board Committees	Chairperson	50,000	50,000	5,000
	Member	50,000	N/A	5,000

Notes:

 # All Board members (excluding CIMB's ED or any Director who serves as an Executive elsewhere) are eligible to medical benefits i.e., outpatient and dental, hospitalisation, and executive health screening.

** The Chairperson also receives benefits-in-kind, which include car allowance, petrol and toll card, a personal driver, leave passage, corporate club membership fees, as well as a mobile phone and bill.*

The Directors' Remuneration Framework is available on CIMB's corporate website.

The Board also ensures protection for its Directors through Directors' and Officers' liability insurance, covering liabilities incurred in the course of their duties, except in cases involving fraud, dishonesty or personal gain. Details of each Director's remuneration, whether received or receivable, together with the insurance premium, are disclosed in the Notes to the Financial Statements 2025.

EMPLOYEE REMUNERATION POLICY

The CIMB Group Remuneration Policy, which has been reviewed by the GNRC and approved by the Board, applies to all subsidiaries and overseas offices within CIMB and acts as a guiding principle in relation to the design and management of CIMB's remuneration programmes. 3 key principles of CIMB's Remuneration Policy are as follows:

Principle	Purpose	Approach
Strong governance	To ensure strong and independent oversight of the remuneration system	• Oversight and review by GNRC • Guided by input from control functions, AC and BRCC
Appropriate assessment of performance	To support a performance based culture which promotes prudent risk-taking and long-term sustainability	• Performance measurement through balanced scorecard which includes both financial and non-financial goals, short-term and long-term perspectives and incorporates measures related to risk, compliance and process controls • Financial goals include profitability and return on equity (ROE). Additional risk-adjusted metrics such as risk-adjusted return on capital (RAROC) are also measured and tracked • Deferral, malus and clawback arrangements in variable remuneration schemes
Market competitiveness	To offer rewards that allow CIMB to attract, motivate and retain the right talent	• Benchmarking against similar organisations in the geographies and industries in which CIMB operate

COMPONENTS OF REMUNERATION

Employee remuneration is composed of 2 main components – fixed and variable:

Components	Composition	Purpose and Approach
Fixed	Consists of base salary and fixed allowances	• Determined based on skills, competencies, responsibilities and performance of the employee, taking into consideration market competitive levels
Variable	Payable through annual cash bonus and share-based plans (through participation in the Equity Ownership Plan and/or Long-Term Incentive Plan, as described below)	• Purpose of motivating, rewarding and retaining high-performing employees who generate shareholder value and contribute to the success of the Group • Performance-based and not guaranteed, reflecting the individual employee's performance and business unit or function performance as well as the Group's results • Portions of cash bonus may be subject to deferral • Based on a selection criterion, shares and/or share options may be awarded to employees through participation in the Group's Equity Ownership Plan and/or Long Term Incentive Plan

Corporate Governance Overview Statement

The Equity Ownership Plan (EOP) and Long-Term Incentive Plan (LTIP) serve as the Group's share-based plans, with the intent of:

- aligning the interests of key personnel to that of shareholders;
- mitigating a short-term mind set and cultivating a focus towards long-term sustainability; and
- retaining key personnel with the Group.

Shares under EOP are released progressively to the participants over 3 years. Over the last 5 years, 35 million shares (0.3% of issued ordinary shares of the Group) have been transferred to Senior Management employees via EOP.

The LTIP is a 7-year plan where shares and share options were vested in 2024 and 2025 and were subject to performance conditions set in line with the Group's strategy and targets. Since implementation in FYE2021, LTIP grants consisting shares and share options (2.3% of issued ordinary shares) have been awarded to top executives and key leaders of the Group, as disclosed in the financial statements.

Any deferred variable remuneration (cash bonus, shares and/or share options) that has been awarded to employees (whether paid and/or vested, or unpaid and/or unvested) is subject to forfeiture, adjustment or clawback in the event of:

- Resignation or cessation of employment with the Group
- Misconduct
- Material restatement of financial results
- Breach of statutory or fiduciary duties
- Material adverse impact on the reputation or interest of the Group

The mean annual compensation of all employees (excluding Group CEO) is broadly RM179,000. The ratio between the total annual compensation of the Group CEO and the mean annual compensation of all employees (excluding Group CEO) is 53.

MEASUREMENT OF PERFORMANCE

The Group's performance is determined in accordance with a balanced scorecard which includes key measures on profitability, cost, capital, medium to long-term strategic initiatives, sustainability performance and initiatives, as well as risk, audit and compliance positions. Additional risk-adjusted metrics such as RAROC are also measured and tracked.

The Group's key measures are cascaded to the collective scorecards of business units and enabler functions accordingly and subsequently to individual goals.

For each employee, performance is tracked through a set of balanced goals. In addition to financial targets, goals in the scorecard usually include measures on customer experience, long-term initiatives (where progress of milestones or ROI may be monitored), risk management and process controls, audit and compliance findings, as well as people-related measures. Our Group performance management process comprises agile performance conversations through periodic check-ins between manager and staff throughout the year and concludes with an annual year-end performance assessment of each individual through the Group's performance management framework, which is based on the meeting of individual goals in the scorecard and qualitative feedback. Alongside individual scorecards, we also adopt a team-based appraisal through our collective scorecards, which are aligned with key targets for the year and are reviewed annually.

For the Group CEO, performance is likewise measured through a scorecard, which covers measures on ROE, cost, risk and controls, customer experience and strategic initiatives – the assessment of the scorecard forms the basis of the Group CEO's variable compensation.

DETERMINATION OF VARIABLE REMUNERATION

Based on CIMB's performance, the GNRC will determine the overall variable remuneration pool, taking into consideration key performance measures in the corporate scorecard and ensuring that CIMB does not pay variable remuneration at a level that would affect shareholders' interest. The GNRC has the discretion to adjust the pool where required based on poor performance, capital requirements, economic conditions, competitive landscape and retention needs.

The Group pool will be allocated to the business units and functions based on their respective performance, measured through balanced collective scorecards and guided by the Group CEO. The allocation will also take into consideration inputs from the control functions such as Audit, Compliance and Risk.

Variable remuneration of each individual employee is then determined based on individual assessment and collective scorecard performance of the business unit/function to which the individual belongs, subject to adequacy of the allocated bonus pool. Variable remuneration of the individual may also be adjusted based on accountability of audit and compliance findings or disciplinary action.

The control functions of Audit, Compliance and Risk operate independently from the business units in CIMB, and have appropriate authority to carry out their individual functions without intervention from the business units. To prevent conflict of interest, the remuneration of employees in these control functions are not dictated by the business units that they support. Remuneration of the Group Chief Risk Officer, Group Chief Legal & Compliance Officer and the GCIA are determined and approved by the BRCC and the AC.

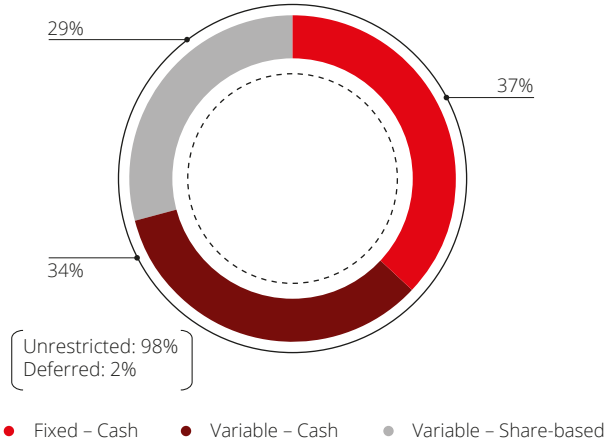
SENIOR OFFICERS AND MATERIAL RISK TAKERS

SUMMARY OF 2025 REMUNERATION OUTCOME

The remuneration breakdown for SOs and MRTs for FYE2025 is as follows:

(i) Senior Officers

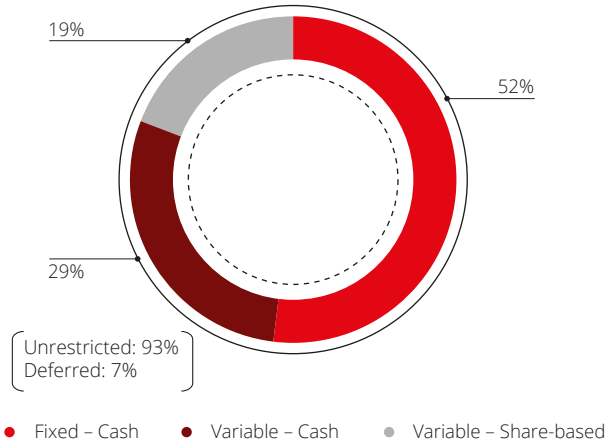
The total remuneration awarded to 17 SOs for FYE 2025 was RM101.3 million. This figure includes both fixed and variable components in line with CIMB's remuneration framework.



Note: SOs of the Group are defined as the Group CEO, EDs, and direct reports of the Group CEO.

(ii) Material Risk Takers

Total remuneration awarded to 71 MRTs for FYE 2025 was RM195.2 million. This amount comprises both fixed and variable components, consistent with CIMB's established remuneration framework.



Note: MRTs are defined as Senior Management and employees whose responsibilities have a material impact on the Group's performance and risk profile and employees whose responsibilities require them to take on material risk exposures on behalf of the Group

Variable compensation of the Group CEO and senior leaders is made up of short-term bonuses and long-term incentives, and at least 40% of this variable compensation is deferred, comprising a mix of shares/share options and cash.

Corporate Governance Overview Statement

QUANTITATIVE DISCLOSURES FOR 2025

Table 1: Guaranteed Bonuses, Sign-on Bonuses and Severance Payments

Category	SOs	MRTs
Number of guaranteed bonuses	–	–
Number of sign-on bonuses	–	3
Number of severance payments	–	–
Total amount of above payments made during the FYE 2025 (RM'000)	–	3,461

Table 2: Breakdown of Deferred Remuneration

Category	SOs (RM'000)	MRTs (RM'000)
Total amount of outstanding deferred remuneration		
• Cash	5,138	25,073
• Shares	62,079	62,105
Total amount of deferred remuneration paid out during the financial year		
• Cash	3,243	10,414
• Shares	25,621	25,373
Outstanding deferred remuneration (performance adjustments):		
• Of which exposed to ex-post adjustments	100%	100%
• Reductions in current year due to ex-post adjustments (explicit)	–	–
• Reductions in current year due to ex-post adjustments (implicit)	–	–
Outstanding retained remuneration (performance adjustments):		
• Of which exposed to ex-post adjustments	–	–
• Reductions in current year due to ex-post adjustments (explicit)	–	–
• Reductions in current year due to ex-post adjustments (implicit)	–	–

- Examples of explicit ex-post adjustments include malus, clawbacks or similar reversals or downward revaluations of awards.
- Examples of implicit ex-post adjustments include fluctuations in the value of shares or performance units.

Table 3: Breakdown of Group CEO's Remuneration

Name	Category	Cash (RM'000)	Shares (RM'000)	Other Emoluments[1] (RM'000)	Total (RM'000)
Novan Amirudin	Fixed remuneration	2,999	–	569	3,568
	Variable remuneration				
	• Non-deferred	5,285	–	635	5,920
	• Deferred		–		
	Total remuneration award for FYE 2025	8,284	–	1,204	9,488
	Deferred Variable remuneration				
	• Vested/Exercised	–	2,255[2]	–	2,255
	Total remuneration received for FYE 2025	8,284	2,255	1,204	11,743

Deferred variable and conditional award under the Group's Long Term Incentive Plan (for alignment with long-term performance, as described earlier)

162,900 performance shares and 840,000 share options (awarded in 2022) were vested on 31 March 2025, and were subjected to the following conditions:

Performance shares – meeting ROE targets
Share options – exercise price of RM5.75

[1] *Other emoluments include EPF contributions and benefits-in-kind*
[2] *Derived from (i) market price at vesting multiplied by the number of share units vested and (ii) the difference between market price (on vesting or exercise, whichever lower) and exercise price multiplied by the number of share options units exercised*

The following table summarises the Group CEO's shareholdings as at 31 December 2025:

Name	Shares held Beneficially (Units)	Unvested EOP Shares Not Subject to Performance Measures (Units)	Total Shares (Units)	Value of Shares (as at 31 December 2025) as a Percentage of Annual Salary
Novan Amirudin	253,114	420,606	673,720	197%

Taking into consideration the value of unvested EOP Shares, the shareholdings of the Group CEO as at 31 December 2025 is 197% of annual salary.

EFFECTIVE AUDIT AND RISK MANAGEMENT

PRINCIPLE B

The Board remains committed to its responsibility for overseeing the Group's risk management and internal control framework to ensure its adequacy and effectiveness. These controls safeguard the integrity of operations and support sound governance across financial, operational, and compliance areas.

AUDIT COMMITTEE

The AC supports the Board in ensuring the integrity of financial reporting and the effectiveness of governance, risk management, and internal control systems. Chaired by Datin Azlina Mahmad, the AC comprises only INEDs who are financially literate and collectively possess diverse expertise in accounting, audit, investment banking, and operations. All members are able to comprehend and evaluate matters under the AC's purview, including financial statements, internal controls, and related governance issues. In line with its TOR and MCCG requirements, the AC oversees the financial reporting process, reviews quarterly and annual financial statements, and ensures compliance with applicable accounting standards.

The AC applies a structured process for the appointment and re-appointment of External Auditors, consistent with BNM's Guidelines. This includes assessing independence, objectivity, qualifications, and performance, as well as monitoring auditor effectiveness throughout the engagement. The AC also reviews the scope and results of audits, fees, and non-audit services to safeguard auditor independence.

In line with the Board Charter and the AC's TOR, CIMB upholds strict governance standards regarding the appointment of former key audit partners. Specifically, no former key audit partner is appointed as a Director within the Group. Should CIMB consider such an appointment in the future, the individual must observe a mandatory minimum cooling-off period of 3 years before they are eligible for appointment. This measure is implemented to ensure the continued independence and objectivity of the Board and its Committees, and to align with best practices in corporate governance.

Details of the AC's oversight of the Group's financial reporting, risk management, and internal control systems can be found in the AC Report.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board is responsible for overseeing the Group's risk management and internal control framework to ensure its adequacy and effectiveness. This includes identifying principal risks, approving risk appetite, and monitoring mitigation measures. The framework incorporates ESG considerations to support responsible and sustainable business practices.

RISK MANAGEMENT

CIMB adopts the Group Enterprise-Wide Risk Management (EWRM) Framework as a structured and standardised approach for the identification, assessment, management, and monitoring of risks and opportunities across the Group. The EWRM Framework is designed to support informed decision-making and to promote a consistent risk management culture throughout the organisation. It facilitates the proactive identification of emerging risks and enables timely and appropriate response to changes in business strategy, market dynamics, and regulatory requirements.

Oversight of the Group's risk management framework is provided by the BRCC, which advises the Board on matters relating to risk strategy, risk appetite, and compliance. In FYE 2025, the BRCC comprised 3 members, including 2 INEDs, and was chaired by Didi Syafruddin Yahya until his resignation on 10 January 2026.

Further information on the Group's risk management activities and oversight arrangements is set out in the SORMIC and Risk Management sections of the Integrated Annual Report.

RELATED PARTY TRANSACTIONS

In Q4 2025, CIMB undertook a comprehensive review of its Group Related Party Transactions Policy and Procedures (Group RPT P&P) and updated the same to align with the latest Listing Requirements. The revisions were aimed at maintaining the adequacy of the policy and that any proposed related party transactions are conducted in a fair manner and strictly on an arm's-length basis.

The AC continues to oversee the implementation of this policy, reviewing related party transactions and reporting its findings to the Board to maintain governance integrity.

Corporate Governance Overview Statement

During the financial year under review, CIMB Bank Berhad, a wholly owned subsidiary of CIMB, entered into a related party transaction with the Employees Provident Fund (EPF), a major shareholder of CIMB. The transaction involved the proposed acquisition of sixteen (16) properties from EPF for a total cash consideration of approximately RM209.8 million. The transaction was undertaken on an arm's length basis and on normal commercial terms, following due consideration and evaluation. The Board (excluding the interested directors) is of the opinion that the transaction was in the best interests of the Company and not detrimental to the interests of minority shareholders.

In addition, significant related party disclosures, as required under MFRS 124, are presented in the Notes to the Financial Statements 2025.

INTERNAL CONTROL

The AC assists the Board in reviewing the adequacy and effectiveness of the Group's internal control system. Group Corporate Assurance Division (GCAD) provides independent assurance to the AC on risk management, controls, and governance processes implemented by Management. The AC also oversees the effectiveness of the Internal Audit functions, staff competency requirements and adequacy of audit resources, and that internal audit has the necessary authority to undertake its responsibilities.

GCAD is governed by audit charter, policy and procedure that were developed in accordance with the Global Internal Audit Standards (GIAS) and various BNM and other regulatory guidelines as applicable. GCAD's annual audit plan is developed using an enhanced risk-based methodology aligned with CIMB Group strategies, anchored on the prioritisation of Top Enterprise Risks. Comprehensive risk assessments across all audit universes, supported by quarterly risk response processes, inform the identification of key focus areas for inclusion in the audit plan. In addition to assurance activities, GCAD provides project-related and other advisory services, and conducts investigations and ad hoc reviews upon request from Management, the Board, or regulators.

The AC periodically reviews the internal audit function to ensure its adequacy. Significant findings and recommended actions are reported to the AC, while Management is accountable for timely implementation of corrective measures. Deadlines are monitored, and delays must be justified to the AC. To maintain quality and independence, GCAD undergoes external assessments at least once every 5 years against International Standards for Professional Practice of Internal Auditing issued by The Institute of Internal Auditors and other relevant regulations.

A qualified external independent reviewer conducts periodic external assessments of GCAD's internal audit activity at least once every 5 years to assess its conformance with the IIA's Global Internal Audit Standards and compliance with laws and/or regulations relevant to internal auditing. The last assessment conducted in 2021 on GCAD Malaysia accorded the internal audit activity as generally conformed to the IIA Standards.

The Group's internal audit function is headed by the GCIA, Amran Mohamad. He is a member of Association of Chartered Certified Accountants (ACCA), Malaysian Institute of Accountants (MIA) and The Institute of Internal Auditors Malaysia (IIA). He has over 25 years of audit experience in various audit firms, specialising in the areas of capital market, corporate and retail in Malaysia and the United Kingdom. Amran also serves as a member of Board of Governors, IIA.

As at FYE 2025, GCAD had a staff strength of 171 individuals from diverse backgrounds and qualifications; with 69% of the auditors (i.e. 165 after excluding support staff) possessing at least 1 relevant certification, including 70 staff who have obtained Certification for Bank Auditors by the Asian Institute of Chartered Bankers.

In line with MCCG Practice 10.1, the Board conducts an annual review of the effectiveness of the Group's risk management and internal control systems to ensure adequacy and sound governance.

Further details on the Risk Management and Internal Control System are provided in the SORMIC section of the Integrated Annual Report.

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

PRINCIPLE C

STAKEHOLDER AND EMPLOYEE ENGAGEMENT

CIMB sustains an active and transparent engagement with shareholders, investors, analysts, employees, and other external stakeholders to ensure timely dissemination of material information and alignment with the Group's strategic objectives. Investor Relations activities include regular briefings for the buy- and sell-side analysts and fund managers following the lodgement of quarterly financial results to Bursa Malaysia. All announcements, press statements, and financial disclosures are published on CIMB's corporate website and Bursa Securities' platform to ensure equal dissemination of information. CIMB ensures that its dedicated Investor Relations team supports the Group CEO and Group Chief Financial and Strategy Officer in maintaining consistent communication with all stakeholders.

In 2025, CIMB hosted 13 group conference calls, 8 pre-closed period meetings, 4 quarterly investor calls, 14 in-house sessions, participated in 24 investor conferences, and conducted 56 non-deal roadshow meetings, engaging with 575 analysts and fund managers.

Beyond investor engagement, the Board and Group CEO actively interact with employees through town halls, leadership dialogues, digital platforms, and the annual Employee Sentiment Survey to provide continuous updates on strategy and objectives, while gathering feedback to strengthen organisational alignment.

CIMB also leverages its corporate website as a central hub for corporate and financial information and as a channel for stakeholders to submit queries and share feedback.

ANNUAL GENERAL MEETING AND SHAREHOLDER ENGAGEMENT

The Annual General Meeting (AGM) serves as a key platform for shareholders to exercise their rights, engage with the Board and Management, and receive transparent updates on the Group's performance and strategic direction. In line with MCCG and CIMB's commitment to good governance, the AGM promotes accountability, facilitates informed decision-making, and provides an avenue for shareholders to seek clarification and offer feedback.

The Board provided shareholders with adequate notice and information to consider all resolutions. The Notice of the 68th AGM, held on 29 April 2025, was issued on 28 March 2025, and published in English and Bahasa Malaysia newspapers as well as on CIMB's website. The Notice included details of proposed resolutions and supporting information.

The AGM was conducted in a hybrid format in line with Securities Commission Malaysia's guidance, attended by all Directors, Management, and 3,332 shareholders. The Chairman ensured shareholders had equal opportunity to ask questions and provide feedback. Proceedings were recorded and published on CIMB's website within 2 weeks.

To enhance participation, CIMB leveraged technology for electronic voting. Boardroom Share Registrars Sdn Bhd acted as Poll Administrator, and SKY Corporate Services Sdn Bhd served as Independent Scrutineer to verify results.

SUMMARY

The Board considers that CIMB has complied with and applied the Principles of MCCG in FYE 2024, except for Practice 8.2.

The Board has identified a departure for the said Practice, and this departure is addressed as follows:

- An explanation for the departure;
- Disclosure of alternative practice adopted and how the alternative practice achieves the Intended Outcome;
- Actions which CIMB has taken or intends to take; and
- The timeframe required to achieve the application of the prescribed Practice.

PRACTICE 8.2

The Board has decided not to disclose, on a named basis, the Top 5 Key Senior Management's remuneration components, including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000. The Board believes that disclosure of these Top 5 Key executives' remuneration is neither to CIMB's advantage nor in its business interests, given the sensitive nature of such information and the fierce competition for talent in the banking industry.

Across the Group, however, CIMB currently discloses the remuneration of the following Key Senior Management positions in their respective financial statements, as follows:

1. CEO/ED, CIMB Group Holdings Berhad;
2. ED, CIMB Bank Berhad;
3. CEO/ED, CIMB Investment Bank Berhad; and
4. CEO/ED, CIMB Islamic Bank Berhad.

This Corporate Governance Overview Statement is made in accordance with the resolution of the Board dated 26 February 2026.

Additional Disclosures

(As at 31 December 2025 pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

During the financial year ended 31 December 2025, the Group has collectively issued the following instruments:

(A) IDR1,600,000 MILLION BONDS

On 13 March 2025, CIMB Niaga Auto Finance issued unsecured IDR1,600,000 million bonds. The bonds were divided into 370-day Series A Bond and 3-year Series B Bond amounting to IDR1,200,000 million and IDR400,000 million, with fixed interest rates of 6.70% and 7.00% per annum respectively.

(B) RM200 MILLION SENIOR NOTES

On 25 March 2025, CIMB Bank issued RM200 million of senior medium-term notes ("MTN") under its RM20.0 billion Senior MTN Programme. The MTN bears a coupon rate of 4.00% per annum.

(C) RM500 MILLION SENIOR SUKUK

On 25 March 2025, CIMB Islamic issued RM500 million 10-year fixed rate senior sukuk under its RM10.0 billion Sukuk Wakalah Programme. The senior sukuk bears a profit rate of 3.97% per annum payable semi-annually.

(D) RM200 MILLION SENIOR SUKUK

On 8 August 2025, CIMB Islamic issued RM200 million 2.25 year floating rate senior sukuk under its RM10.0 billion Sukuk Wakalah Programme. The senior sukuk bears a profit rate of 3-month KLIBOR plus 0.3% per annum payable quarterly.

(E) IDR1,500,000 MILLION BONDS

On 3 September 2025, CIMB Niaga Auto Finance issued unsecured IDR1,500,000 million bonds. The bonds were divided into 370-day Series A Bond and 3-year Series B Bond amounting to IDR1,105,000 million and IDR395,000 million, with fixed interest rates of 6.15% and 6.50% per annum respectively.

(F) RMB3.0 BILLION BONDS

On 27 October 2025, CIMB Bank issued Renminbi 3.0 billion, 3-year bond in the China Inter-bank Bond Market. The bond bears a coupon rate of 2.18% per annum.

(G) RM500 MILLION MTN

On 3 April 2025, the Company issued RM500 million 5-year MTN.

(H) RM100 MILLION COMMERCIAL PAPERS ("CP")

On 3 April 2025, the Company issued RM100 million 70-day CPs under its Conventional Commercial Papers ("CPs") Programme. The CPs, bearing a discount rate of 3.71%, were redeemed on 12 June 2025.

(I) RM450 MILLION UNRATED MTN

On 12 June 2025, the Company issued RM450 million 1-year unrated MTN.

(J) RM500 MILLION MTN, RM500 MILLION MTN AND RM400 MILLION MTN

On 18 September 2025, the Company issued RM500 million 3-year MTN, RM500 million 5-year MTN and RM400 million 6-year MTN respectively.

(K) RM4.4 BILLION CPs

In 2025, CIMB Bank issued a nominal value of RM4.4 billion CPs in aggregate under its RM10.0 billion Commercial Papers Programme. The commercial papers, with maturities ranging between 89 to 365 days from the respective issuance dates, bear discount rates ranging between 3.16% to 3.75% per annum.

(L) RM2,350 MILLION TIER 2 SUKUK WAKALAH

On 12 August 2025, the Company issued RM2,350 million 13-year non-callable 8-year Tier 2 Sukuk Wakalah, bearing a periodic distribution rate of 4.00% per annum, payable on a semi-annual basis.

(M) RM150 MILLION TIER 2 SUKUK WAKALAH

On 12 August 2025, the Company issued RM150 million 10-year non-callable 5-year Tier 2 Sukuk Wakalah, bearing a periodic distribution rate of 3.71% per annum, payable on a semi-annual basis.

(N) RM225 MILLION SUKUK WAKALAH

On 3 December 2025, the Company issued RM225 million 10-year non-callable 5-year Tier 2 Sukuk Wakalah, bearing a periodic distribution rate of 3.80% per annum, payable on a semi-annual basis.

(O) RM775 MILLION TIER 2 SUKUK WAKALAH

On 3 December 2025, the Company issued RM775 million 12-year non-callable 7-year Tier 2 Sukuk Wakalah, bearing a periodic distribution rate of 3.93% per annum, payable on a semi-annual basis.

(P) RM550 MILLION PERPETUAL ADDITIONAL TIER 1 SUKUK WAKALAH

On 3 December 2025, the Company issued RM550 million Perpetual non-callable 5-year Additional Tier 1 Sukuk Wakalah, bearing a periodic distribution rate of 4.03% per annum, payable on a semi-annual basis.

2. SHARE BUY BACK

During the financial year, the Company did not buy back any of its issued share capital from the open market.

3. OPTIONS, WARRANTS OR CONVERTIBLE SECURITIES

There were no options, warrants or convertible securities issued during the financial year by the Group.

4. AMERICAN DEPOSITORY RECEIPT ("ADR") OR GLOBAL DEPOSITORY RECEIPT ("GDR")

The Group did not sponsor any ADR or GDR programme during the financial year under review.

5. IMPOSITION OF SANCTION AND/OR PENALTIES

There were no public sanctions and/or material penalties imposed on the Company and its subsidiaries, Directors or Management by any regulatory body during the financial year under review.

6. NON-AUDIT FEES

Non-audit fees payable to the External Auditors, Messrs. PricewaterhouseCoopers PLT and its affiliates during the financial year under review amounted to RM2,850,000 for the Group and RM153,000 for the Company.

7. VARIATION IN RESULTS

There were no material variations in results for the financial year ended 31 December 2025 from the unaudited results released on 28 February 2026.

8. PROFIT GUARANTEE

The Group did not receive any profit guarantee during the financial year ended 31 December 2025.

9. REVALUATION POLICY ON LANDED PROPERTIES

Please refer to the accounting policy on Property, Plant and Equipment in Notes K, L and N of the Summary of Material Group Accounting Policies in the Financial Statements which are set out in the Financial Statements section of the Annual Report.

10. MATERIAL CONTRACTS

There were no material contracts entered into by CIMB Group and its subsidiaries involving Directors' and major shareholders' interest which were still subsisting as at the end of the financial year under review, or which were entered into since the end of the previous financial year except as disclosed in Notes 53 to the Financial Statements which are in the Financial Statements section of the Annual Report.

Statement on Risk Management and Internal Control

BOARD RESPONSIBILITY

The Board reaffirms its commitment to the overall oversight and stewardship of CIMB Group's internal control and risk management systems and remains consistently apprised of developments in the areas of risk and governance. In fulfilling these responsibilities, the Board is supported by the Board Risk & Compliance Committee (BRCC) and the Audit Committee (AC), which have been delegated with primary oversight authority over the Group's risk management and internal control frameworks. Notwithstanding these delegations, the Board retains ultimate accountability for governance and oversight of risk and internal control, as well as for all actions undertaken by its Committees in discharging their delegated responsibilities.

In fulfilling its responsibilities, the Board remains actively engaged in determining the Group's risk appetite and in the identification, management, assessment and monitoring of key business risks, with the objective of safeguarding shareholders' investments and the Group's assets. This is undertaken in a manner that enables the Group to achieve its strategic goals and objectives within an increasingly dynamic and challenging business environment. To this end, the Board has established robust processes for evaluating the efficacy, adequacy, and integrity of the Group's internal control and risk management systems.

The Group's risk management and internal control frameworks are designed to manage risk exposures within the risk appetite defined by the Board, thereby supporting the achievement of the Group's business objectives. These systems provide reasonable assurance against material misstatement, loss, or fraud. Regular testing is also conducted to ensure the soundness and resilience of the internal control systems and processes, and to assess their adequacy, effectiveness, efficiency, and integrity.

MANAGEMENT RESPONSIBILITY

Management is accountable to the Board and is responsible for the effective implementation of Policies & Procedures (P&P) relating to risks and controls. In this regard, Management's duties pertaining to risk management and internal control include the following:

- Identifying and evaluating the risks faced by the Group, and the achievement of business objectives and strategies;
- Formulating relevant P&P to manage these risks in accordance with the Group's strategic vision and overall risk appetite;
- Designing, implementing and monitoring the implementation of risk management frameworks and internal control systems;
- Implementing policies approved by the Board;
- Implementing remedial actions to address any deficiencies as directed by the Board; and
- Reporting in a timely manner to the Board on any changes to the risks and the corrective actions taken.

The Group Chief Executive Officer (Group CEO) and Group Chief Financial and Strategy Officer (Group CFSO) have given the Board their assurance that the Group's risk management and internal control systems are operating effectively and remain adequate for their intended purposes.

KEY INTERNAL CONTROL PROCESSES

The key processes that the Board has established in reviewing the adequacy and integrity of the system of internal control, including compliance with applicable laws, regulations, rules, directives and guidelines, are as follows:

INTERNAL AUDIT

The Group Corporate Assurance Division (GCAD), headed by the Group Chief Internal Auditor (GCIA), reports independently to the CIMB Group Holdings Berhad Audit Committee (CIMB Group AC) and the CIMB Banking Group Audit Committee (Banking Group AC). GCAD operates independently of the business activities and other support units. The primary responsibility of GCAD is to independently assess the adequacy, efficiency and effectiveness of the risk management, control and governance processes implemented by the Management. The GCIA reports only administratively to the Group CEO to maintain independence from the Management.

GCAD's scope of audit coverage encompasses all business and support units, including subsidiaries and overseas branches with independent audit units. The selection of audit areas within the audit universe is based on an annual audit plan approved by the CIMB Group AC and the Banking Group AC. The annual audit plan is developed based on assessment of risks, exposures and CIMB Group strategies using a risk-based assessment methodology. GCAD also undertakes investigations and ad-hoc reviews upon request from the Management, the Board, or regulators.

The audit report represents the final product of an audit assignment, encompassing the audit scope, evaluation of the internal control system, detailed audit observations, management actions, and timelines for implementing GCAD's recommendations. The CIMB Group AC or the Banking Group AC (as appropriate) reviews regulatory breaches identified, significant exceptions or non-compliances, ascertaining appropriate and prompt remedial actions by the Management.

GCAD provides an audit opinion on the state of governance, internal controls, risk management practices and audit conclusion based on Level of Conformance in relation to regulatory audit/ reviews, and whether objectives were met for assignments that are based on specific audit or review objectives. GCAD also participates in an advisory capacity during planning and development phases of new major systems or technology operations and provides value add to the business operations via issuance of non-rated audit reports.

CIMB GROUP AC & BANKING GROUP AC

The CIMB Group AC is a Board-delegated committee responsible for overseeing financial reporting, disclosure, regulatory compliance, risk management, governance practices, and the monitoring of internal control processes within CIMB Group. For wider oversight parameter, it also leverages the work of the CIMB Banking Group AC, the respective AC of the foreign banking subsidiaries, and CIMB Group's wholly-owned subsidiary, Touch 'n Go Sdn. Bhd.

The responsibility of the Banking Group AC is limited to CIMB Bank, CIMB Islamic Bank and CIMB Investment Bank (CIMB Banking Group) and their subsidiaries and branches within and outside Malaysia. CIMB Banking Group AC provides oversight on Management's execution of CIMB Banking Group and its subsidiaries' governance practices and internal control frameworks, including related policies, aimed at preserving value creation. The Management, GCIA, internal auditors and external auditors report to the CIMB Group AC and the Banking Group AC (as appropriate) on the effectiveness and efficiency of internal controls.

All significant and material findings by the internal auditors, external auditors and regulators are reported to the CIMB Group AC and the Banking Group AC for review and deliberation. The CIMB Group AC and the Banking Group AC (as appropriate) review and ascertain that mitigation plans are implemented by Management to safeguard CIMB Group's interests and uphold proper governance. Adversely rated business and support units receive counselling from the respective AC.

More detailed description of the Corporate Assurance function is highlighted in the Audit Committee Report Section on pages 211 to 216

RISK MANAGEMENT AND CONTROL FRAMEWORK

The Board recognises that sound risk management and internal control are integral parts of CIMB Group's strategy, business, operations and decision-making process, and are critical in ensuring the Group's success and long-term growth.

The emphasis on a strong risk management culture is the foundation of the control mechanisms within CIMB Group's Enterprise-Wide Risk Management (Group EWRM) framework. The framework consists of an on-going process of identifying and assessing, measuring, managing and controlling, as well as monitoring and reporting material risks affecting the achievement of CIMB Group's strategic business objectives. It provides the Board and Management with tools to anticipate and manage both the existing and potential risks, taking into consideration the evolving risk profiles as dictated by changes in business strategies, the external environment and/or regulatory environment.

To further enhance the risk management culture, CIMB Group employs the Three Lines of Defence Model in implementing the Group EWRM framework, providing risk management accountability across the CIMB Group. As the first line-of-defence, the line management (including key business units and enablers) is primarily responsible for risk management on a day-to-day basis by taking appropriate actions to mitigate risk through effective controls. There is an embedded Risk Control Unit (RCU) within the first line-of-defence, which provides advice, support, and assurance for risk & compliance related matters within the Business Pillars and Enablers (the first line-of-defence), integrating business, risk & compliance knowledge. The second line-of-defence provides oversight and performs independent monitoring of business activities, reporting to the Board and Management to ensure that the Group conducts business and operates within the approved risk appetite and is in compliance with regulations. The third line-of-defence is the Group Corporate Assurance Division who provides independent assurance of the adequacy and effectiveness of the internal controls and risk management processes. The Board has also established the BRCC, whose responsibilities, amongst others, include overseeing the effective implementation of the Group EWRM framework.

Statement on Risk Management and Internal Control

CIMB GROUP BRCC AND CIMB BANKING GROUP BRCC

At the apex of the governance structure sit the respective Boards, which determine each entity's risk appetite in alignment with its business strategies. In accordance with CIMB Group's risk management structure, the CIMB Group BRCC and the Banking Group BRCC report directly to the respective Boards and are entrusted with the supervision of risk management and control activities, as well as oversight of non-compliance issues and identified deficiencies. The BRCC is responsible for formulating CIMB Group's risk strategies and policies, ensuring that they remain consistent with the principles underpinning the approved risk appetite. The Group Chief Risk Officer (GCRO) and Group Chief Legal and Compliance Officer (GCLCO) report to the CIMB Group BRCC and Banking Group BRCC on compliance and risk management matters, key initiatives, and relevant regulatory developments.

The CIMB Group BRCC also oversees the implementation of the Group EWRM framework, provides strategic direction, and reviews the deliberations and decisions of the CIMB Group Risk and Compliance Committee (GRCC). To ensure effective implementation of the Group's EWRM framework, the CIMB Group BRCC has established a number of specialised/sub-risk risk committees across CIMB Group with clearly defined responsibilities and functions as set out in their respective terms of reference.

The scope of responsibility of the Banking Group BRCC is confined to the CIMB Banking Group, including their subsidiaries and branches within and outside Malaysia. Its primary mandate is to provide oversight, guidance and support to Management and the Boards of the CIMB Banking Group in fostering a proactive risk management culture, ensuring that risk management processes and controls are effectively integrated and embedded into daily business and operational activities.

Significant and material findings raised by regulators and/or external consultants, where applicable, are presented to the CIMB Group BRCC and Banking Group BRCC. The Committees review the corresponding action plans implemented by Management to assess their adequacy and effectiveness.

GROUP RISK AND COMPLIANCE COMMITTEE

The GRCC has executive management oversight of all risks undertaken by CIMB Group in delivering its business plans within Risk Appetite and Risk Posture as approved by the Board of Directors. In fulfilling this role, the Committee assists the Board Risk and Compliance Committee (BRCC) in meeting its objectives.

In this regard, the GRCC reviews the Internal Capital Adequacy Assessment Process annually to ensure that all relevant risks have been identified and captured, and that CIMB Group has sufficient capital resources to undertake such risks in either normal or stressed business conditions.

The GRCC supervises the periodic group-wide stress testing exercises by endorsing appropriate scenarios based on projected macroeconomic conditions and idiosyncratic factors and recommending the results of the Stress Test exercise for the BRCC's approval.

The GRCC is also responsible for recommending CIMB Group's Risk Appetite Statement to the BRCC taking into consideration the budget, annual business plans and expected macroeconomic conditions. In implementing the Risk Appetite Statement across CIMB Group, GRCC, supported by Group Risk, encourages the timely escalation of all events (including non-compliances and deficiencies) which may materially impact the Group's financial condition or reputation to the attention of GRCC for appropriate action.

The GRCC is further supported by specialised delegated/sub-risk committees, namely Group Credit Committee (GCC); Group Market and Conduct Risks Committee (GMCRC); Group Operational & Resiliency Risk Committee (GORRC); Group Asset Liability Management Committee (GALCO); Group Asset Quality Committee (GAQC); Group Basel Steering Committee; Management Product Approval Committee for Treasury Products; and Management Product Approval Committee for Non-Treasury Products, with each committee providing oversight and responsibility for specific risk areas, namely credit risk, market risk, liquidity and funding risk, interest rate/rate of return risk in the banking book, operational risk, technology risk, Shariah non-compliance risk, geopolitical risk and sustainability risk.

The overseas subsidiaries' risk committees are set-up in a similar structure in their respective jurisdictions. Whilst recognising the autonomy of the local jurisdiction and compliance to local requirements, CIMB Group strives to ensure a consistent and standardised approach in its risk governance process. As such, the Group and regional committees have consultative and advisory responsibilities on regional matters across CIMB Group to the extent permitted by the regulations of local jurisdictions. This structure increases regional communication and sharing of technical knowledge and best practice. It further enhances support towards managing and responding to risk management issues, thus allowing the Board to have a comprehensive view of the activities within the Group.

COMPLIANCE FRAMEWORK

The compliance function forms an integral part of CIMB Group's risk management and internal control framework, and a strong compliance culture reflects a corporate culture of high integrity and ethics.

CIMB Group Legal and Compliance Division (GLC) reports independently to the Board. Appropriate governance has been established with clear reporting lines by the local and regional compliance officers to the CIMB Group Chief Legal and Compliance Officer and the respective local entity CEOs and/or Boards.

GLC's responsibilities include identifying, assessing and monitoring the compliance risk associated with the business and support units or entities, and advising the Board, Management and officers of business and support units or entities on relevant laws and regulations. All business and support units or entities must act in accordance with relevant laws, regulations and internal GLC P&P. Under the Three Lines of Defence Model, all business and support units or entities, as the first line-of-defence, are required to review, assess and establish the necessary controls to ensure compliance with applicable laws and regulations. The entities or units are required to carry out periodic self-assessment on the adequacy of controls and the level of adherence to regulatory requirements. GLC also conducts compliance reviews on business and support units or entities as part of the second line-of-defence to provide assurance that regulatory requirements are in place. GLC has unrestricted access to all information, records and business premises of CIMB Group and is authorised to speak to any employee of CIMB Group on any conduct, business practice, ethical matter or other issue relevant to discharge GLC's duties.

The respective entity Boards, as well as the CIMB Group's Board, are provided compliance reports on a regular basis, which include findings and analysis of compliance risk including compliance risk assessment, incidences of non-compliance and deficiencies, corrective measures, and other relevant information to facilitate a holistic and overall view of compliance matters across CIMB Group.

GLC's scope of coverage encompasses all business and support units, including subsidiaries in Malaysia and outside Malaysia, as well as activities carried out by CIMB Group or third parties on behalf of the Group.

As it is vital to have a robust and effective compliance framework in place to safeguard the interest of CIMB Group, stakeholders, customers/clients and employees, CIMB Group has established compliance policies and standards with appropriate mechanisms and tools driven at Group level to ensure consistency in managing compliance risks. GLC requires all local and regional entities within CIMB Group to adopt and implement GLC Compliance P&P, which are reviewed on a periodic basis or as and when required to reflect current practices and the applicable legal/regulatory requirements. Trainings are conducted regularly to create compliance awareness and to facilitate the implementation of laws, regulations and internal GLC compliance policies across CIMB Group.

ANTI-MONEY LAUNDERING, COUNTER FINANCING OF TERRORISM, COUNTER PROLIFERATION FINANCING AND TARGETED FINANCIAL SANCTIONS ("AML/CFT/CPF AND TFS")

CIMB Group remains fully committed to safeguarding the financial system, and proactively invests in its people, processes, and systems, to stand vigilant in the continuous fight against financial crime – an ever-growing, and constantly evolving, threat to the financial industry and the global economy, with increasing complexities in its effective detection and prevention.

To protect CIMB Group from being a conduit for financial crime, our internal governance framework requires policies and procedures to be subject to regular reviews to ensure full compliance with all applicable legal and regulatory requirements including sanctions-related laws and regulations, whilst adopting those industry best practices relevant to our organisation.

In addition to continuously strengthening the robustness of our controls, including leveraging digital solutions, CIMB Group continues to inculcate a strong culture of compliance across all levels of the organisation in mitigating the risk of financial crime.

CIMB Group stands alongside regulators and peers in the fight against rising trends such as increasing mule and fraud crime and is a member of the National Scam Response Centre (NSRC), that brings together the resources and expertise to combat cyber-enabled financial scams, besides actively participating in industry dialogue and sharing sessions to curb other notable financial crimes.

Statement on Risk Management and Internal Control

SHARIAH RISK MANAGEMENT

Under the Group EWRM Framework, Shariah Non-compliance (SNC) risk is identified as one of the material risks for CIMB Group, specifically in relation to its Islamic banking business. In order to reflect the Group's seriousness in managing SNC risk, Group Risk Library captures SNC risk as Level 1 risk similar to credit, market and operational risks.

The SNC risk refers to the risk of legal or regulatory sanctions, financial loss or non-financial implications including reputational damage which the Group may suffer arising from failure to comply with Shariah requirements as determined by Shariah Advisory Council (SAC) of Bank Negara Malaysia (BNM) and Securities Commission (SC), including standards on Shariah matters issued by BNM pursuant to Section 29 (1) of the Islamic Financial Services Act (IFSA), decisions or advice of Board Shariah Committee (BSC) of CIMB, or other Shariah regulatory authorities of the jurisdiction in which the Group operates.

CIMB Group has established the Shariah Risk Management Policy (SRMP) in accordance with BNM's Shariah Governance Policy Document (SGPD), which articulates the objectives, mission, guiding principles, governance structure as well as methodology and approach adopted by the Group in managing SNC risk.

In addition, a Shariah Risk Management (SRM) Procedure has been developed to provide explanations and illustrations that could facilitate Risk Control Unit (RCU) and Designated Compliance & Operational Risk Officers (DCORO) of Business Units (BUs) and Business Enablers (BEs) in identifying, assessing, controlling and monitoring SNC risk inherent in their Islamic products and day-to-day activities. In 2025, the SRM Procedure was revised to incorporate the impact classification matrix from SNC risk perspective. In order to ensure inherent SNC risk in partnerships and third-party dealings of the Bank are identified adequately and mitigated effectively, SRM have reviewed the governance of partnership and third-party dealings. Although no major issues were discovered during the review, several recommendations were made to strengthen the process including establishing parameters that may attract Shariah concerns.

To ensure CIMB Securities complies with the Group Policy and Procedures relating to Shariah governance and SNC risk management, SRM conducted a review of CIMB Securities' business and operations. Although no major issues were discovered during the review, SRM conducted training programme to enhance the level of awareness pertaining SNC risk.

In order to ensure inherent SNC risk in Islamic banking products and business processes is adequately assessed, SRM also performs independent assessments and provides support to BU/BEs. In 2025, RCSA workshop was conducted to ensure key SNC risks were captured in BU/BEs RCSA.

SRM continued to conduct Shariah Risk Awareness programme for RCUs and DCOROs in 2025 as one of the SNC risk mitigation measures as well as to keep BU/BEs abreast with the latest development of SNC risk experienced by the Group. In this regards, Shariah Risk Awareness is part of the On-Boarding Risk & Compliance Training and RCU Forum for RCUs and DCOROs that is conducted on a quarterly basis.

A regular report was submitted to the Senior Management and Board Committees to provide analysis and latest trend of SNC risk experience by the group.

SHARIAH REVIEW

The Shariah review function is carried out by the Shariah Review and Assurance (SRA) team of Islamic Banking Compliance. SRA conducts regular assessments on the operations, business, affairs and activities of CIMB Group for compliance with Shariah and Islamic regulatory requirements.

SRA, as a second line-of-defence, reports independently to the BSC of CIMB Islamic Bank Berhad (CIMB Islamic), and reports functionally to the Chief Compliance Officer of CIMB Islamic, forming part of CIMB Group's Legal & Compliance Division. SRA is staffed by officers who are qualified to undertake compliance function responsibilities and possess a sound understanding of the relevant Shariah requirements.

SRA has established the CIMB Group Shariah Review Policy and Procedures, which set out the policies for Shariah reviews applicable to the Islamic financial services of CIMB Group to ensure compliance with Shariah and Islamic regulatory requirements, including handling of Shariah Non-Compliance (SNC) events. In addition, it also sets out the procedures for Shariah review planning, execution and SNC event reporting.

The key responsibilities of the SRA function include, but are not limited to, the following:

- Formulating the Annual SRA work plan, based on the Compliance Risk Assessment (CRA)
- Performing regular Shariah reviews as outlined in the approved annual work plan
- Conducting post-implementation reviews on new Islamic products and services
- Assessing and monitoring SNC issues, which include:
  - Assessing potential Shariah issues raised by the business units (BU) or entity
  - Investigating and escalating Potential Shariah Non-Compliance (PSNC) events to the PSNC Committee for confirmation on the PSNC and to the BSC for actual SNC decision
  - Assisting the affected BU or entity to develop preventive and corrective rectification plans to avoid recurrences.

As part of the Compliance Framework, the respective Boards and Senior Management Committees are provided with compliance reports on a regular basis, which include incidences of Shariah and Islamic regulatory non-compliances and deficiencies, and the latest development of legal and regulatory requirements in Islamic finance.

Trainings on Shariah compliance and SNC reporting process are conducted on an ongoing basis to educate and raise awareness among CIMB Group's staff on the importance of complying with Shariah requirements.

SHARIAH AUDIT

Shariah audits of the Islamic banking business are under the purview of GCAD, which reports independently to both the CIMB Group AC and Banking Group AC, as well as to the BSC on audit matters relating to Islamic business operations and activities, particularly on Shariah compliance related matters. The principal objective is to provide an independent assessment and assurance designed to add value and improve the degree of compliance in relation to the Islamic banking business operations, as well as ascertain a sound and effective internal control system for Shariah compliance.

The same audit methodology is implemented by GCAD in carrying out Shariah audits as with non-Shariah audits, which includes audit planning, test of control, substantive procedures, reporting and follow-up on remedial actions. The scope of a Shariah audit is established in line with the areas stipulated in BNM's SGPD.

GCAD, in collaboration with Group Human Resource, have arranged with a reputable Islamic banking and finance institute to provide relevant Islamic banking certification to its auditors. There are 12 auditors who have completed Certified Qualification in Islamic Finance, one (1) completed with two (2) auditors currently pursuing Intermediate Qualification in Islamic Finance (IQIF), five (5) completed and 1 pursuing Associate Qualification in Islamic Finance and eight (8) completed with nine (9) other auditors currently pursuing Certified Professional Shariah Auditor (CPSA). 1 completed each of Certified Shari'ah Advisor and Auditor and Chartered Professional in Islamic Finance and two (2) completed i-contract Series (Tawarruq) respectively.

BOARD SHARIAH COMMITTEE

The Board Shariah Committee (BSC) plays a pivotal role in upholding Shariah compliance throughout CIMB operations, in line with regulatory requirements of the jurisdictions where CIMB Group conducts business. With unwavering commitment to Shariah principles, the BSC ensures Shariah rulings related to Islamic Banking and capital market products and services comply with the fundamental tenets of Shariah as outlined by the authorities.

BSC is assisted by the Shariah Advisory & Governance department that functions as an internal adviser on Shariah matters and a coordinator of the overall Shariah governance to all Islamic business within CIMB Group. It acts as the intermediary between the Islamic BUs and the BSC. The Shariah Advisory & Governance department also serves as the Secretariat to the BSC as well as providing Shariah related training across CIMB Group.

In performing the functions, the Shariah Advisory & Governance department had established the Shariah Advisory & Board Shariah Committee Secretariat Policy and Procedure which outlines the overarching Shariah requirements governing the implementation, the operationalisation and the conduct of Islamic financial business within CIMB Group.

Consistent with the Shariah Governance Policy Document issued in 2019 by Bank Negara Malaysia (BNM), the policies and/or procedures developed by the respective Shariah organs within the CIMB Group provide a sturdy framework for fostering robust Shariah governance arrangements and processes that calibrate to the business and strategies as mandated by BNM. The implementation of the Shariah governance is effected through the following functions:

Shariah Advisory & Governance;
Shariah Review;
Shariah Risk Management;
Shariah Audit.

The Shariah Advisory & Governance department facilitates the implementation of the Shariah Advisory & Research unit and coordinates the overall Shariah Governance, whilst Shariah Review, Shariah Risk Management and Shariah Audit functions are performed by Group Legal Compliance (GLC), Group Risk and Group Corporate and Assurance Division (GCAD) respectively.

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SHARIAH ADVISORY & GOVERNANCE

Shariah Advisory & Governance department comprises qualified Shariah officers who conduct the pre-product approval process, advisory, research, and validation of issues for submission to the BSC. In addition, the Secretariat & Governance Unit under Shariah Advisory & Governance provides services to BSC during pre and post BSC meetings. Another unit residing within Shariah Advisory & Governance is the Islamic Finance Capacity Building that supports the Group Learning & Development (Group L&D) function. Description of the Shariah Advisory & Governance department's overall functions are as follows:

- **Advisory**

  Responsible for providing day-to-day Shariah advice and consultation to the business and support units based on the rulings of the Shariah Advisory Council of BNM and Securities Commission and decision or advice of the BSC. Advisory team also will review documents in order to adhere with Shariah precepts.

- **Research**

  Conducting thorough research and analysis on Shariah matters to formulate authoritative Shariah opinions in supporting proposals relating to Islamic Banking and capital market matters for BSC approval.

- **Secretariat**

  Function of Secretariat to the BSC includes coordinating meetings as well as communications and disseminating information among the BSC, the Board and Senior Management; ensuring proper deliberation and dissemination of decisions of the BSC to the relevant stakeholders; and undertaking administrative and secretarial functions to support the BSC. In addition, Secretariat is also responsible in engaging with the relevant parties who wish to seek further deliberation of Shariah issues from the BSC.

  Secretariat of BSC also may serve internal committees for Potential Shariah Non-Compliance Committee (PSNCC) and Shariah Governance Forum (SGF).

- **Governance**

  Coordinator for all Shariah organs in managing the overall governance of Islamic business of CIMB Group including but not limited to the implementation of the Shariah Governance, review of product structures, mechanism, end-to-end products development, and recovery process. Shariah Advisory & Governance is also involved in the new Management Product Approval Process (MPAP) and the Group Policy & Procedure Oversight Committee (GPOC) to provide end-to-end Shariah advisory services and to support the review and implementation of CIMB Group Islamic Banking's products, processes, services, framework, policies, and procedures.

  A few initiatives have been implemented to promote the Shariah compliance culture in CIMB Group, including the establishment of awareness programme, i.e. issuance of Islamic Banking awareness including Shariah bulletin to all staff. The implementation of the Shariah awareness programme is important for CIMB Group to instil and promote the behaviour of Shariah compliance culture in its aims and operations, business, affairs, and activities.

  In carrying out the above roles and responsibilities, the Shariah Advisory & Governance Department is guided by Shariah Advisory & BSC Secretariat Policy and Procedures. All communication between CIMB Group and the BSC will be facilitated by this unit.

- **Shariah Product Structuring**

  Lead and support end-to-end Shariah product structuring by providing commercial insights, driving the development of innovative and sustainable Islamic financial solutions (including ESG, digital, and fintech initiatives), and ensuring Shariah-business integration in proposals and decision-making.

- **Training**

  Lead Islamic finance capacity-building initiatives through training development, drive the digital and modular transformation of learning programmes, and collaborate with industry bodies i.e Association of Islamic Banking and Financial Institutions Malaysia (AIBIM), International Centre for Education in Islamic Finance (INCEIF), and Islamic Banking and Finance Institute Malaysia (IBFIM) to upskill the staff from top to bottom.

Note: The scope and purview of the BSC covers the Islamic banking and finance activities of CIMB Group excluding CIMB Niaga Syariah

BUSINESS MANAGEMENT

• Group Executive Committee

Group Executive Committee (GEXCO) is established to:

- Review and make decisions on key financial and strategic matters including capital and principal investments;
- Review and make decisions on key strategic digital and technology initiatives and oversee the development and execution of these initiatives;
- Review and make key financial decisions on all credit and underwriting matters;
- Review and make decisions on cultural transformation exercise;
- Provide management oversight over CIMB Group's businesses on key operational matters for CIMB Group Holdings Berhad and its subsidiaries (CIMB Group entities);
- Oversee the effective implementation of CIMB Group's sustainability vision and strategies, including reviewing and endorsing sustainability frameworks and related public commitments; and
- Provide oversight for Group Data Governance Committee (GDGC) and maintain strong oversight over data transformation initiatives

GEXCO provides oversight of management response to risk and compliance issues including:

- Deliberate and assist in the formulation of the Group CEO's response to risk and compliance issues escalated to the attention of GEXCO; and
- Monitor management actions regarding improvements to the control environment to manage risk events and compliance breaches tabled.

GEXCO's role in relation to the Strategic Risk Management Framework (SMRF) includes:

- Review, approve and/or recommend all significant and key strategic matters;
- Provide guidance and/or endorse risk mitigation plans to address strategic risk identified; and
- Appraise the BUs on the extent of strategic risk and projected impact on expected earnings and capital.

GEXCO members are responsible for ensuring that the Group is well run and delivering the outcomes set by the Group CEO.

GEXCO monitors management actions with regard to improvements to the control environment to manage risk events and compliance breaches. In the event of a crisis, the Group Crisis Management Committee would be activated, and its committee would comprise GEXCO members.

GEXCO members report to the Group CEO on the performance of their business divisions in line with the Group's strategy and other matters as directed by the Board and Group CEO.

• Internal Policies & Procedures

The development of internal frameworks, policies, procedures, and standard operating procedures (SOPs) is governed by the Group Policy Management Framework (GPMF). These established documents are designed to provide robust internal control mechanisms and safeguard the Bank against operational risks. All frameworks, policies, procedures and SOPs are subject to periodic review and updates to ensure continuous improvement of controls and to maintain operational efficiency.

• Performance Review

The Boards of CIMB and its major subsidiaries are regularly apprised of key financial and operating statistics, including legal and regulatory matters, for deliberation and, where necessary, provide guidance and instruction for timely resolutions of issues.

With respect to reporting at a division-specific level, each core division presents its respective performance report at the monthly GEXCO meeting, where the report covers, amongst others, monthly financial performance, new business proposals and listing of defaulted accounts. Each division is assessed against the approved budgets and corporate objectives, and justification is provided for significant variances. Further, GEXCO will discuss pertinent issues, strategies and corrective or improvement measures to be implemented, if required.

Business Review Committees (BRC) for countries and business divisions are established to:

- Review the performance and key strategic matters of the respective countries' entities and business divisions;
- Track and measure the performance of core programmes against the agreed strategies and roadmap; and
- Provide regular feedback and ensure timely course corrections.

The BRC reports directly to GEXCO and Group CEO on all matters, and is chaired by the Group CEO and comprises selected members of Senior Management.

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SUSTAINABILITY MANAGEMENT

Sustainability risk is defined as the financial and non-financial risk arising from economic, environmental, social and governance (EESG) issues stemming from transactions and activities related to our business associates and their operations, as well as our own internal operations and employees. These risks are not limited to current issues and impacts, such as respect for human rights but include medium-to-longer term risks such as those arising from climate change, as well as emerging issues, such as nature and biodiversity loss.

Sustainability risk is embedded in the Group Risk Library as a Level 1 risk, with defined cross-linkages to other risks such as Credit Risk, Market Risk and Operational Risk. Sustainability Risk is an integral part of the Group's Enterprise Wide Risk Management Framework, and is managed alongside other material risks.

Through the integration of sustainability risk management, responsible banking principles, and sustainable finance in our day-to-day business decision-making, we progressively embed sustainability into CIMB's DNA and culture across all businesses, geographies, and levels of the organisation.

The Sustainability Governance Framework defines the roles and responsibilities of the Board, Management and the rest of the organisation to enable the timely and effective identification, assessment and management of sustainability-related risks. The Sustainability Governance Framework, which encompasses the sustainability operating model, sustainability risk management framework, and sustainability-related policies and procedures, is regularly reviewed and updated to ensure continued relevance in light of evolving and emerging risks. Sustainability risk management is institutionalised across the Group:

- The Board, through the Board Group Sustainability Committee (BGSC), is the highest governance body accountable for CIMB's sustainability strategy and management of material EESG risks and opportunities. Sustainability and climate considerations are also embedded in the Terms of Reference of key Board committees, including the Audit Committee, Board Risk and Compliance Committee, and Group Nomination and Remuneration Committee.
- GEXCO and the Group Transformation Committee assist the Group CEO in directing and steering the sustainability strategy, a key component of CIMB Group's overall strategy.
- The Group Sustainability Council (GSC) assists the Chief Executive Officer of CIMB Bank Berhad and the Group Chief Sustainability Officer in leading the development and successful execution of CIMB's sustainability frameworks and initiatives, in line with strategic outcomes set by the Board, GEXCO, and/or the Group CEO.
- The Group Sustainability Division operates on a regional operating model with teams in Malaysia, Indonesia, Singapore, Thailand, and Cambodia, as well as country representatives in Vietnam and the Philippines. An Integrated Sustainability Operating Model (ISOM), comprising full-time and part-time specialists, enables the embedding of sustainability experts to drive effective sustainability innovation and establish a sustainability culture, values and accountability across the Group.

Three central policies lay out the proper governance and management of sustainability risks across the Group.

- The Group Sustainability Policy sets out CIMB's overarching approach to sustainability, including key focus areas such as Sustainability and Climate Risk Management, Green, Social, Sustainable Impact Products and Services (GSSIPS), Net Zero Operations, as well as Sustainable Procurement, Sustainability Communications and Reporting. It ensures sustainability is embedded across the Group's strategy, operations and decision-making processes.
- The Group Sustainable Financing Policy governs the integration of environmental and social (E&S) considerations into financing and capital-raising activities. It establishes a framework for assessing clients and transactions, enabling us to identify and manage environmental and social risks while supporting the growth of sustainable finance in line with best practices across the region.
- The Group Human Rights Policy outlines CIMB's commitment to respecting human rights across our value chain. It provides a framework to identify and manage salient human rights risks, while strengthening due diligence, grievance, and remediation processes to ensure stakeholders – including employees, clients, suppliers, and communities – can raise concerns and seek redress.

Learn more on pages 27 to 34 in the Sustainability Report 2025.

In 2025, we enhanced sustainability risk management through:

- Appointing Sustainability Board Champions at key entity boards across the region to strengthen oversight and ensure that sustainability matters are regularly deliberated and effectively addressed across the institution.
- Establishing the 2025 Sustainability Risk Appetite Statement and metrics as well as risk appetite thresholds, ensuring alignment on the types and level of sustainability-related risk the Group is prepared to accept in pursuit of its business strategy and objectives.
- Implementing the Group's Climate Risk Management Standard in key countries, including Indonesia, Singapore and Thailand, to establish clear accountabilities and processes for effectively managing climate-driven financial and non-financial risks to CIMB.

- Enhancing our management of climate risks and their cross-cutting impact on credit, market, funding and liquidity, as well as operational risks through understanding the results of climate risk stress testing exercises and taking appropriate measures.
- Continuing to roll-out the Net Zero Operationalisation Programme to institutionalise the proactive management and monitoring of financed emissions to meet committed 2030 sectoral net-zero targets, as well as client engagements on climate and progressive embedment of climate considerations into credit decision-making.
- Enriching the Group's climate risk data capabilities with external transition and physical risk data points for companies and assets, to enable more granular and decision-useful actions internally.
- Integrating enhanced sector guide requirements for non-retail financing and capital-raising activities, into our due diligence processes and risk control measures to ensure consistent application and alignment with our Net Zero strategy, evolving regulatory expectations, and industry best practices.
- Developing a Sustainability Reporting Procedure to formalise content and data ownership, ensuring a robust process is maintained for accurate, consistent, and transparent sustainability reporting.
- Progressively adopting the IFRS S2 Climate Disclosure requirements in alignment with the National Sustainability Reporting Framework.
- Publishing our Nature and Biodiversity Strategy and Roadmap, informed by the Locate, Evaluate, Assess, and Prepare principles-based analysis and internal assessments to strengthen our approach to identifying and managing nature-related risks and opportunities.
- Conducting a Human Rights Saliency Assessment to identify activities, geographies and sectors where our business activities may be exposed to the most significant human rights risks, and to allow us to take targeted action to manage, mitigate or avoid those risks.

TECHNOLOGY RISK MANAGEMENT

CIMB Group remains committed to protecting the confidentiality, integrity, and availability of its information assets. Our Technology Risk Management Framework integrates business and technology drivers, addressing risks across people, processes, and technology. It is aligned with our Operational Risk Framework to ensure consistent identification, management, and reporting of technology risks.

To support the increasing volume of digital transactions and the adoption of emerging technologies, CIMB Group continues to invest in strengthening its IT infrastructure. This includes ongoing upgrades, optimisation, and proactive monitoring to ensure system resiliency, operational reliability, and high service availability. Our infrastructure enhancement efforts are designed to support business continuity, enable positive customer experiences, and maintain performance across digital platforms. These initiatives are aligned with our broader technology strategy to future-proof the Bank's capabilities and ensure readiness for evolving customer needs and technological advancements.

In addition, CIMB Group adopts a comprehensive approach to cyber risk management, encompassing policies, structured programmes, staff awareness initiatives, incident response protocols, and cyber insurance coverage. Our cyber defence capabilities are regularly reviewed and validated through expert assessments and rigorous security testing. This includes the operations of our Cyber Security Defence Centre and Threat Intelligence Unit, which continuously monitor the evolving threat landscape.

We place strong emphasis on staff awareness to build a resilient human firewall and safeguard the bank against evolving cyber threats. Through continuous awareness campaigns and simulated exercises, we aim to embed a security-conscious mindset across all levels of the organisation. In parallel, technology risk assessments are conducted on material third parties and outsourcing service providers to ensure robust internal controls and effective external governance, reinforcing the Bank's overall cyber resilience.

Learn more on pages 112 to 115 in the Sustainability Report 2025.

PEOPLE MANAGEMENT

- **Code of Ethics**

  Since The Code's introduction in 2017, CIMB Group has consistently reinforced adherence to The Code among employees via various internal awareness programmes designed to ensure comprehensive understanding and compliance of The Code. Employees are required to perform annual attestations for acknowledging The Code and also complete e-learning modules that are relevant to their roles and responsibilities. CIMB Group's commitment towards upholding the principles set out in The Code is reflected through the Group's zero-tolerance stance toward misconduct and unethical behaviour.

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CIMB Group regularly reviews The Code to ensure it remains relevant and in line with latest industry updates. Group Human Resource is in the process of finalising a new e-learning module for The Code that is stated to be launched in 2026. The upcoming shift from annual attestation of The Code to an e-learning module will provide a more in-depth and immersive learning experience, enabling all employees to have an opportunity to apply the principles set out in The Code when undergoing the e-learning module.

CIMB Group remains committed to fostering high ethical standards among employees and will take swift action on any deviation from the principles stated in The Code in order to create a safe and conducive work environment for all.

- **Human Resources Policies and Procedures**

The Human Resources P&P (HRPP) of CIMB Group provide clarity and guidance for the organisation in all aspects of the human resource management in the Group. Periodic reviews of the HRPP are performed to ensure that the P&Ps remain relevant, with appropriate controls in place to manage operational risks and also to reflect any legislative updates that have effect on the P&Ps.

All P&Ps are uploaded to the Group's intranet portal for easy access by all employees. Group Human Resource will send email messages/memoranda to employees to inform of any updates or changes to the P&Ps.

- **People Development**

As part of our continuous efforts to strengthen talent development and succession planning across CIMB Group, we continued the rigorous review of our succession plans for critical positions through a multi-tiered talent review structure, ensuring sufficient leadership depth across all levels. We have maintained strong momentum in succession realisation, achieving over 70% for four consecutive years since 2022 and some of the key internal appointments in 2025 include but not limited to the appointment of our CEO of Group Consumer Banking, Group Chief Financial & Strategy Officer, CEO of CIMB Thai, CEO of CIMB Cambodia, CEO of CIMB Investment Bank, etc. This is truly a testament of CIMB Group's commitment in developing our people to take on senior leadership positions across the Group.

In 2025, we have also successfully launched five (5) new cohorts of our Signature Leadership Development Programmes covering two (2) cohorts for the Junior Leaders Development Programme (in partnership with Asia School of Business and Global Institute for Tomorrow), two (2) cohorts for the Emerging Leaders Development Programme (in partnership with Melbourne Business School) and one (1) cohort for the Leading Leaders Development Programme (in partnership with IMD). These programmes were designed as leadership journeys that span across to elaborate on the experiential learning with deep emphasis on industry immersion, executive coaching, and network building within and beyond CIMB Group. At this juncture, we have 467 talent across the Group who have graduated or undergoing their respective leadership journeys.

Anchored on the success of our Signature Leadership Development Programmes, we curated a fit for purpose foundational leadership programme aimed at building organisational DNA and capabilities via our core values and purpose. The inaugural cohort of the Lead with EPICC and Purpose (LEAP) Programme was launched in November 2025 in partnership with Emeritus and Columbia Business School. In alignment with our commitment to institutionalise coaching across the franchise, we also partnered BestOfMe to further democratise access to executive coaching via a digital platform for our middle and senior managers. As a result of that, the number of employees actively going through executive coaching assignments in 2025 has increased by 27%, from 470 in 2024 to 598 in 2025.

Efforts to drive international assignments for short-term secondments continued in 2025, providing experiential development opportunities for our junior and middle management talent. We have since mobilised 124 employees regionally, which include 96 short-term secondments. On top of that, assignments to governance functions remained a pivotal development intervention where we successfully deployed our talent via the Guest Auditor Programme and Guest Compliance Reviewer Programme to inculcate and reinforce operational resiliency mindset.

In 2025, we also launched specialised tracks for our entry level talent focusing on Data, Digital, and Operations beyond our signature management trainee programme, The Complete Banker. These tracks are designed to strengthen our bench strength for highly specialised roles and we have since onboarded 17 junior talent for the Digital & Data track as well as 19 junior talent for the Operations track.

As part of our ongoing commitment to strengthen operational resilience, we advanced efforts to upskill and future proof our workforce across the Three Lines of Defence (LoD) through a comprehensive skills assessment covering 1LoD product owners across segments and key distribution channels in Group Consumer Banking, 2LoD functions including Non Financial Risk Management, Group Compliance and Shariah Risk Management, and 3LoD represented by Group Corporate Assurance. Delivered under the Compliance, Audit and Risk (CAR) Academy, this initiative identified priority development areas through rigorous gap analysis, enabling targeted training objectives and a phased implementation plan to address critical capabilities and the Bank's aspirational needs over the next two to three years.

We established LoD specific skills libraries comprising core risk, compliance and Shariah skills as well as emerging capabilities with target proficiency levels. Technical assessments were complemented by interview-based reviews of six core leadership capabilities for selected senior leaders to reinforce oversight/advisory quality and decision making.

To enhance learning experiences while maintaining rigorous standards, we refreshed mandatory e-learning content and approach to be more succinct and fit for purpose, enabling personalised pathways and sustaining high levels of compliance adherence.

Anchored on our purpose of Advancing Customers and Society, we accelerated wealth capability building across the Relationship Manager segment through structured and future ready learning pathways delivered through the Wealth Academy. Our flagship WealthXcelerate Programme offered a nine-month blended learning journey for top performing Private Wealth Relationship Managers in Malaysia, Indonesia and Singapore. Developed in collaboration with WMI Singapore, it was aligned to Malaysia's Financial Sector Future Skills Framework (FSF) and The Institute of Banking and Finance (IBF) Singapore's competency standards, with a focus on wealth advisory, client relationship management, legacy planning and family office services. We actively encouraged Relationship Managers to pursue globally and locally recognised professional certifications such as Certified Financial Planner (CFP) and Islamic Financial Planner (IFP) to deepen technical expertise. In addition, all Relationship Managers undertook annual development journeys featuring blended learning formats designed to future proof their capabilities, including training on emerging technologies such as artificial intelligence to enhance advisory effectiveness.

Building on last year's momentum, our Digital and Data Academy scaled in 2025 to future proof our workforce and accelerate the firm's digital transformation. Designed to support our digital-first strategy and the Forward30 agenda, the Academy delivered structured learning across core skill clusters, with emphasis on AI and Copilot adoption, data and analytics, digital fluency, and agile and human centered design. Some key programmes include CIMB Citizen Developer, Prompt-a-thon, Copilot 101 and 201, the Exclusive CIMB AI Fest, and One Day Fast Track to AI Mastery under Microsoft's Enterprise Skills Initiative, complemented by Skillsoft and Pluralsight to broaden access and depth of digital content. These initiatives build capabilities that drive innovation, enhance operational efficiency and enable data driven decision making, ensuring our workforce remain resilient, agile and future ready. In parallel, the Digital Leadership Programme strengthened leadership readiness for AI and digital transformation, reinforcing enterprise adoption and governance across functions. In 2025, over 20 percent of our workforce across Malaysia, Indonesia, Singapore and Thailand underwent training through the Digital and Data Academy, reinforcing our commitment to future proofing talent. To date, more than thirteen thousand employees advanced to intermediate or higher proficiency in at least one Academy domain, clear evidence of our momentum in building a future ready and purpose led workforce.

We developed role-based sustainability learning pathways for our employees through the CIMB Certified Sustainability Practitioner Programme (Yellow Belt), featuring specialised tracks for critical roles to ensure relevance and practical business application across functions and levels.

The Yellow Belt programme combined mandatory and elective modules like Consumer Banking Sustainable Finance 201 and CIMB's Sustainability Finance Risk Management 201. Instructor-led sessions helped employees apply their learning in real client conversations on sustainable finance, including topics such as Solar Energy and Energy Efficiency Financing. Selected groups also progressed to Green Belt programmes, earning globally recognised certifications such as the CFA Sustainable Investing Certificate, GRI Professional Certification and GARP Sustainability and Climate Risk Certification. Looking ahead, advanced learning journeys for Green, Blue and Black Belts will build deeper sectoral and thematic expertise, with a stronger focus on experiential learning to reinforce CIMB's leadership in sustainability driven banking.

- ## Remuneration

CIMB Group's remuneration philosophy aims to reinforce a pay-for-performance culture while ensuring appropriate risk-taking behaviour.

Governance is established through CIMB Group Nomination and Remuneration Committee, which reviews and approves remuneration policies and payouts together with the Board of Directors. Decisions on variable remuneration are made based on the performance of the respective units in CIMB Group and taking into consideration performance measures related to risk, compliance and controls which are incorporated into the collective and individual scorecards. Risk-adjusted performance measures such as Risk Adjusted Return on Capital are also incorporated in some of our scorecards and reporting. These performance measures are assessed based on independent input from CIMB Group's risk, audit and compliance functions on the respective units.

- ## Culture

In 2025, our culture journey advanced into a new phase with Purpose at its core. Building on the foundation of our EPICC values – Enabling Talent, Passion, Integrity & Accountability, Collaboration, and Customer Centricity – we deepened the connection between *who we are* (our values), *why we do what we do* (our purpose of "Advancing Customers and Society"), and *how we deliver* (through Simpler, Better, Faster). This alignment reinforces the belief that every role within #teamCIMB contributes to meaningful impact for colleagues, customers and communities.

Statement on Risk Management and Internal Control

To drive this alignment, we rolled out a regional Purpose cascade led by business leaders through townhalls, divisional sessions, and internal communications. Our Change Agent Network reinforced this through experiential activities linking EPICC and Purpose, while pilot workshops in Malaysia established guiding principles and an operational pathway for further embedding Purpose in our everyday life.

We also amplified internal communications, featuring employee stories on our internal Instagram and newsletters that showcase how our people deliver meaningful impact – from innovative product design and process improvements to strengthening risk and compliance and enhancing customer experience – all grounded in the conviction of advancing customers and society.

The EPICC Excellence Awards were refreshed to embed purposeful impact as a central theme, celebrating stories that exemplify how *Purpose gives meaning, Impact gives momentum, and Values give direction*.

On the engagement front, we began transitioning from the Organisational Health Index (OHI) to a shorter, Group-wide Employee Sentiment Survey that places greater emphasis on employee sentiment and connection to our culture journey.

At the same time, our *Safeguarding the Bank* culture continues to be reinforced through ground engagement, promoting a proactive escalation mindset and shared accountability across all levels.

Through these efforts, we continue to strengthen a purpose-driven culture where our values guide behaviour, our impact inspires progress, and our people find meaning in the work they do every day.

Learn more on pages 138 to 145 in the Sustainability Report 2025.

WHISTLEBLOWING

Whistleblowing is an important tool of CIMB Group's corporate governance framework, providing multiple channels for stakeholders, including external parties, vendors, customers and staff, to whistleblow on any inappropriate, unethical, unlawful behaviour and practices by the management or employees. These channels include a dedicated email address (whistleblowing@cimb.com) and postal submission, details of which are available on the CIMB Group's website. All cases received via the dedicated channels are directed to a designated non-executive director and investigated by GCAD, and thereafter updated to the AC of the Board. CIMB Group is committed to maintaining strict confidentiality for whistleblowers and ensures that their identities are protected throughout the process.

ANTI-BRIBERY AND CORRUPTION

As one of the core values of CIMB Group is integrity, the Group firmly believes in acting professionally, fairly and with integrity in all business dealings and relationships. As such, in line with global best practices and good governance approach, the Anti-Bribery and Corruption Policy (ABC Policy) has been established within CIMB Group for many years.

With the implementation of S17A Malaysian Anti-Corruption Commission (MACC) Act, the Board also approved the establishment of the Integrity & Governance Unit (IGU) in September 2020 to foster the principle of abhorring corruption, abuse of power and malpractices.

The CIMB Group Integrity and Governance Framework (IG Framework) has been established to serve as a reference in the implementation of the IGU's functions within CIMB Group. The IG Framework is an overarching framework to oversee ABC matters and to set out best practices and processes for related policies which, in aggregate, support the effective implementation of adequate procedures to prevent or mitigate bribery and corruption practices.

The IGU conducts an annual Bribery & Corruption (B&C) risk assessment to evaluate the organisation's overall risk exposure and the effectiveness of existing controls in mitigating bribery and corruption risks. This proactive and structured approach enables early identification of vulnerabilities and the implementation of appropriate action plans to strengthen controls. The risk assessment framework incorporates key risk factors including gift and entertainment practices, whistleblowing mechanisms, procurement processes, employee screening, and donation and sponsorship activities. This comprehensive coverage ensures a holistic and robust evaluation of B&C risks, reinforcing CIMB Group's commitment to strong governance and an effective ABC framework.

In 2025, CIMB Group progressed towards obtaining the ISO 37001 Anti-Bribery Management System (ABMS) certification, underscoring its ongoing commitment to uphold the highest standards of integrity, transparency, and ethical business conduct.

BUSINESS CONTINUITY MANAGEMENT

The Business Continuity Management (BCM) programme, embodied within the Group BCM Policy & Procedure and Framework, is in place to ensure that the organisation has the capabilities to minimise the impact of disruptions in service to customers during operational disruptions or actual crises. The objective of BCM is to safeguard the Group's interest and to ensure continuity of services towards all of our stakeholders.

Group BCM, which resides within CIMB Group's Non-Financial Risk Management (NFRM) Department in the second line-of-defence, plays a significant role for establishing policies, standards and methodologies across the organisation as well as to ensure effective coordination and supervision of all BCM activities.

Regular reviews, re-assessments and updates for BCM documentations/plans are conducted to ensure adequacy, effectiveness and relevance of the business recovery strategies. These plans are subject to continuous programme monitoring that include annual business continuity rehearsals on Critical Business Functions, regular scenario-based crisis management exercises and specific testing of the continuity and recovery capabilities for the Bank's material outsourcing arrangements. The Group BCM Steering Committee provides oversight, direction and governance on the BCM programme to ensure that the Group meets BCM statutory and regulatory responsibilities, adheres to accepted best practices, and aligns with the Group's business vision and strategy.

FRAUD RISK MANAGEMENT

Fraud risk is defined as the risk of loss resulting from an deliberate act or course of deception or omission with the intention to conceal, omit, distort, misrepresent, falsify or etc. to: (i) gain unlawful/illegal/unfair personal advantages, (ii) induce another individual(s) to surrender willing/unwilling of a legal right/possession or (iii) to create harm to another individual(s) resulting in a loss to another.

Generally, fraud can be sub-divided into the following categories:

- **External fraud:** Any fraud committed by non-staff, customers (first party fraud) or third parties. External fraud involves unexpected financial, material or reputational loss as the result of fraudulent action from third parties, customers, other members of the public or organised criminal groups, cyber attackers and known or unknown other third parties.
- **Internal fraud:** The use of one's occupation for personal enrichment through the deliberate misuse of the organisation's resources or assets. Simply stated, this type of fraud refers to fraud or suspected fraud perpetrated, aided or abetted by internal staff. In this type of fraud, a perpetrator of fraud engages in activities that are designed to defraud, misappropriate assets, or circumvent the regulations, law or policies of CIMB Group.

The Group Fraud Risk Management Framework was developed for a consistent approach and oversight to fraud risk management activities across all the divisions within the Group. The four key pillars of the framework are Prevention, Monitoring/Detection, Handling/Response, and Recovery/Reporting.

The Three Lines of Defence each plays an important role to uphold CIMB Group's core value and to ensure all known fraud related cases/concerns/complaints received are investigated and escalated accordingly.

The key P&P that govern and provide details on the management of fraud risk include the following:

- Group Fraud Risk Policy
- Group Fraud Risk Governance and Procedure

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the Bursa Malaysia Securities Berhad Main Market Listing Requirements, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide (AAPG) 3 issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

CONCLUSION

Through the AC, BRCC and GEXCO, the Board affirms that it has reviewed the effectiveness of the Group's risk management and internal control framework. The Board is satisfied that CIMB Group's internal control system remains sound and adequate in safeguarding shareholders' interests, protecting the Group's assets, and supporting the achievement of its strategic objectives. The Board further confirms that a robust and ongoing process is in place for identifying, evaluating, and managing significant risks across the Group, and remains committed to the continuous enhancement of the Group's governance, compliance, and risk management systems to ensure they remain effective and aligned with evolving business and regulatory requirements. The risk management and internal control process were in place for the year under review and up to the approval date of the statement in accordance with the SORMIC Guide 2025.

Risk Management

RISK MANAGEMENT OVERVIEW

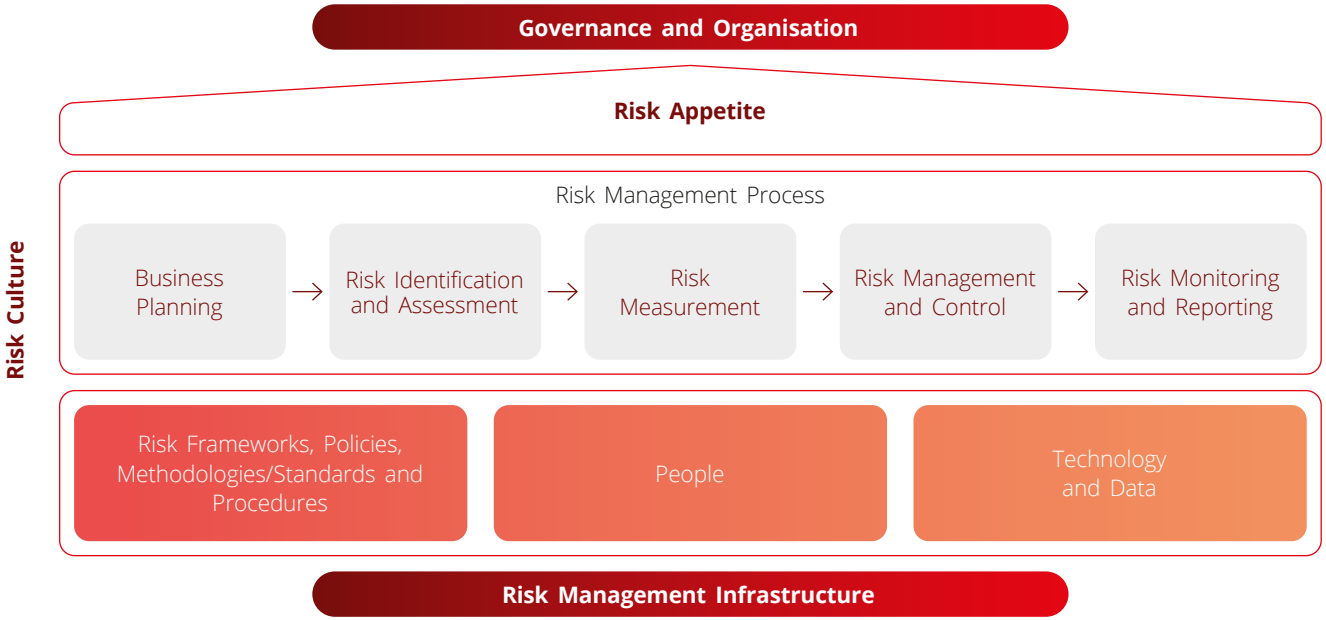
A robust and effective risk management system is critical for the Group to achieve continued risk balanced profitability and create shareholder and stakeholder value in today's globalised and inter-linked financial and economic environment.

The Group embraces risk management as an integral part of the Group's strategy, business, operations and decision-making processes. In ensuring that the Group achieves optimum returns whilst operating within a sound business environment, the risk management teams are involved at the early stage of the strategy discussion and risk-taking process by providing independent inputs, including relevant valuations and scenario analysis, credit evaluations, new product assessments and quantification of capital requirements and risk return analysis/ simulations. These inputs enable the business units to assess the risk-vs-reward of their propositions.

ENTERPRISE WIDE RISK MANAGEMENT FRAMEWORK

The Group employs a Group Enterprise-Wide Risk Management (EWRM) framework as a standardised approach to effectively manage its risks and opportunities. The Group EWRM framework provides the Board and its management with tools to anticipate and manage both the existing and potential risks, taking into consideration evolving risk profiles as dictated by changes in business strategies, the external environment and/or regulatory environment.

The key components of the Group EWRM framework are represented in the diagram below:



The design of the Group EWRM framework incorporates a complementary 'top-down strategic' and 'bottom-up tactical' risk management approach. The key features of the Group EWRM framework include:

(i) **Risk Culture:** The Group embraces risk management as an integral part of its culture and decision-making processes. The Group's risk management philosophy is embodied in the Three Lines-of-Defence approach, whereby risks are managed initially from the onset of risk-taking activities. There is clear accountability of risk ownership across the Group.

(ii) **Governance and Organisation:** A strong governance structure is important to ensure an effective and consistent implementation of the Group's EWRM framework. The Board is ultimately responsible for the Group's strategic direction, which is supported by the risk appetite and relevant risk management frameworks, policies, methodologies/standards, and procedures. The Board is assisted by various risk committees and control functions in ensuring that the Group's risk management framework is effectively implemented.

(iii) **Risk Appetite** is defined as the amount and type of risks that the Group is able and willing to accept in pursuit of its strategic and business objectives. Risk appetite is set in conjunction with the annual strategy and business planning processes to ensure appropriate alignment between strategy, growth aspirations, operating plans, capital and risk.

(iv) **Risk Management Process:**

- **Business Planning:** Risk management is central to the business planning process, including setting frameworks for risk appetite, risk posture, new products and business activities.
- **Risk Identification and Assessment:** Risks are systematically identified and assessed through the robust application of the Group's risk frameworks, policies, methodologies/ standards, and procedures.
- **Risk Measurement:** Risks are measured and aggregated using the Group-wide methodologies across each of the risk types, including stress testing.
- **Risk Management and Control:** Risk management limits and controls are used to manage risk exposures within the risk appetite set by the Board. Risk management limits and controls are regularly monitored and reviewed in the face of evolving business needs, market conditions and regulatory changes. Corrective actions are taken to mitigate risks. This can be achieved by positioning various control tools to reduce the likelihood of an occurrence or the impact of the risk. The various control tools are accepting, treating, transferring and/or terminating the risk.
- **Risk Monitoring and Reporting:** Risks on an individual exposure, as well as on a portfolio basis, are monitored on a daily basis and periodically and/or ad-hoc basis in tandem with market developments and reported to the Group Risk & Compliance Committee (GRCC) and the Board Risk & Compliance Committee (BRCC) on a monthly basis or need basis to ensure they remain within the Group's risk appetite.

(v) **Risk Management Infrastructure:**

- **Risk Frameworks, Policies, Methodologies/Standards, and Procedures:** These are in place to address all areas of material risks. Frameworks provide broad objectives and overarching risk management architecture for managing risks. Well-defined risk policies by risk type provide the principles by which the Group manages its risks. Methodologies/Standards provide specific directions that help support and enforce policies, whilst procedures provide more detailed guidance to assist with the implementation of policies.
- **People:** Attracting the right talent and skills is key to ensuring a well-functioning Group EWRM framework. The organisation continuously evolves and proactively responds to the increasing complexity of the Group, as well as the economic and regulatory environment.
- **Technology and Data:** Appropriate technology and sound data management support risk management activities.

RISK GOVERNANCE

At the apex of the governance structure are the Boards of the respective entities within the Group, which determine each entity's risk appetite in alignment with its business strategies. The BRCC reports directly to the respective Boards and is responsible for the supervision of risk management and control activities on behalf of the respective Boards. The BRCC determines the relevant entity's risk strategies and policies, ensuring they align with the principles within the risk appetite. The BRCC also oversees the implementation of the Group EWRM Framework, provides strategic guidance and reviews the decisions made by the GRCC.

To facilitate the effective implementation of the EWRM framework, the BRCC has established various delegated/sub-risk committees within the Group, each with distinct lines of responsibilities and functions.

The responsibility of risk management supervision and control is delegated to the GRCC, which reports directly to the BRCC. The GRCC, comprising Senior Management of the Group, performs the oversight function for the overall management of risks.

The GRCC is supported by specialised delegated/sub-risk committees, namely Group Credit Committee, Group Market and Conduct Risks Committee, Group Operational and Resiliency Risk Committee, Group Asset Liability Management Committee, Group Asset Quality Committee, Group Basel Steering Committee, Management Product Approval Committee for Treasury Products, and Management Product Approval Committee for Non-Treasury Products, each addressing one or more of the following:

(i) Credit risk, defined as the possibility of losses due to an obligor, market counterparty or an issuer of securities or other instruments held, failing to perform its contractual obligations to the Group;

(ii) Market risk, defined as fluctuations in the value of financial instruments due to changes in market risk factors such as interest rates/profit rates, currency exchange rates, credit spreads, equity prices, commodities prices and their associated volatility;

(iii) Liquidity and Funding risk, defined as the current and potential risk to earnings, shareholders' funds or reputation arising from the inability to efficiently meet its present and future (both anticipated and unanticipated) funding needs or regulatory obligations when they come due, which may adversely affect its daily operations and incur unacceptable losses;

(iv) Interest rate risk/rate of return risk in the banking book, which is the current and potential risk to the Group's earnings and economic value arising from movements in interest rates/ profit rates;

Risk Management

(v) Model risk is defined as the type of risk that the method used to measure or quantify the Group's material risk is not accurate due to deterioration of model, hence limiting the usefulness and application of the model itself. It also covers improper implementation and improper usage of methods developed to quantify risk;

(vi) Operational risk, defined as the risk of loss resulting from inadequate or failed processes, people and systems, or from external events. It includes legal risk but excludes strategic and Shariah non-compliance risks;

(vii) Financial Crime Risk, defined as the risk that typically arises from illicit activities including money laundering, fraud, corruption, organised crime, smuggling, drug trafficking, terrorism financing and proliferation financing. It carries potential regulatory and legal consequences, and may result in regulatory actions, financial losses, and serious reputational damage, which in turn threatens the integrity of the financial system and undermines stakeholder trust;

(viii) Data management risk, defined as the risk of failing to appropriately manage and maintain data (including customer data, employee data, and the Group's proprietary data), and non-compliance with relevant data regulations;

(ix) Conduct risk, defined as the risk of failing to have behaviours and practices that deliver suitable, fair and clear outcomes for the Group's employee, and customers while maintaining market integrity;

(x) Tax and regulatory reporting risk, defined as the risk of failing to meet statutory reporting and tax payments/filing requirements;

(xi) Enterprise-wide risk, defined as the risk that arises from events which may affect achieving objectives due to changing risk profiles as dictated by changes in business strategies, operating and regulatory environment, and functional activities;

(xii) Strategic risk, defined as the risk of current and/or prospective impact on the Group's earnings, reputation or position arising from changes in the environment that the Group operates in and from adverse strategic decisions, improper implementation of strategic initiatives, new business lines or markets or the lack of responsiveness to industry, economic or technological changes;

(xiii) Business risk, defined as the probability of loss inherent in the Group's operations and environment that may impair its ability to provide expected returns on investments;

(xiv) Investment performance risk, defined as the risk that the return achieved on an investment will be different from that expected or its intended financial objective, and the size of the difference. This includes the possibility of losing some or all of the original investment;

(xv) Geopolitical risk, defined as the risk that an investment's returns could suffer as a result of political changes or instability in a country, or at the regional and/or global level. Instability affecting investment returns could stem from, but are not limited to, the following: a change in government, legal and political institutions, tensions between countries affecting the global and regional political and economic environment, and military conflict;

(xvi) Reputation risk, is defined as the current or prospective risk to earnings and capital arising from the adverse perception by the stakeholders about the Group's business practices, conduct or financial condition. Such adverse perception, whether true or not, may impair public confidence in the Group, result in costly litigation, or lead to a decline in its customer base, business, revenue or share price;

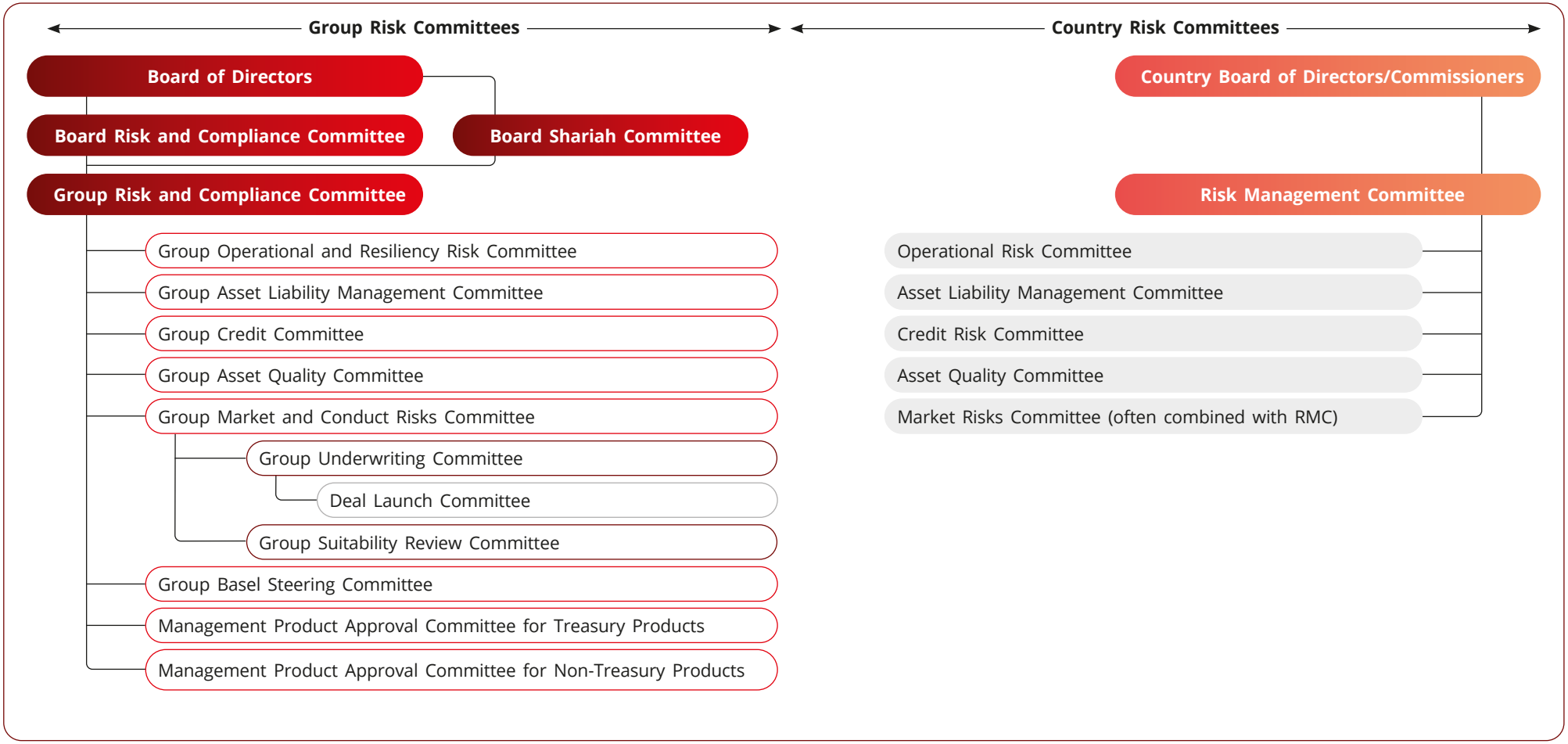
(xvii) Technology risk, is the risk of loss resulting from inadequate or weaknesses in strategy, people, process, technology (including emerging technologies e.g. Cloud Artificial Intelligence etc.) or external events, which includes cyber risks, financial risk, regulatory/compliance risk and the risk of reputational loss/damage;

(xviii) Shariah Non-Compliance (SNC) risk, defined as the risk of legal or regulatory sanctions, financial loss or non-financial implications including reputational damage, which CIMB Group may suffer arising from failure to comply with Shariah requirements determined by Shariah Advisory Council (SAC) of Bank Negara Malaysia (BNM) and Securities Commission (SC), including standards on Shariah matters issued by BNM pursuant to Section 29(1) of the IFSA; or decisions or advice by Board Shariah Committee (BSC) of CIMB Islamic Bank or other Shariah regulatory authorities of the jurisdictions where the Group operates;

(xix) Regulatory compliance risk, defined as the risk of legal or regulatory sanctions, financial loss or non-financial implications including reputational damage, which CIMB Group may suffer arising from possible failure to comply with the applicable laws and regulations of the jurisdictions in which the Group operates; and

(xx) Sustainability risk, defined as the risk of financial and non-financial impact arising from environmental, social and economic/ethical issues stemming from transactions and/or activities associated with a business relation and its operations, and/or the Group's own internal operations and employees.

The structure of CIMB Group Risk Committees is depicted in the following chart:



The overseas subsidiaries' risk committees are set-up in a similar structure in their respective jurisdictions. Whilst recognising the autonomy of the local jurisdiction and compliance with local requirements, the Group strives to ensure a consistent and standardised approach in its risk governance process. As such, Group and Regional committees have consultative and advisory responsibilities on regional matters across the Group as regulators allow. This structure increases regional communication regarding technical knowledge and best practices. It further enhances support towards managing and responding to risk management issues, thus allowing the Board to have a comprehensive view of the activities within the Group.

Risk Management

In addition to the CIMB Group Risk Committees, the Group has established a Board Group Sustainability Committee (BGSC) consisting of Independent Directors to assist the Board in fulfilling its responsibilities to review and guide our Group's sustainability strategy, frameworks, policies and group-wide targets and to monitor progress against our Group's climate transition plan.

Sustainability is also embedded in the roles and responsibilities of various Board Committees. To ensure information-symmetry and consensus across all Board Committees and entity boards, with regard to the direction and progress of the Group's sustainability and climate change strategy deliberated at the BGSC, selected business enablers are responsible for providing relevant updates and inputs to the various Board Committees and entity boards on a periodic basis.

THREE LINES-OF-DEFENCE

The Group's risk management culture is embodied through the adoption of the Three Lines-of-Defence philosophy, whereby risks are managed initially from the onset of risk-taking activities. This is to ensure clear accountability of risk across the Group and Group Risk as an enabler of business units. As the first line-of-defence, the line management (including key business pillars and enablers) is primarily responsible for risk management on a day-to-day basis by taking appropriate actions to mitigate risk through effective controls and within the agreed risk limits/appetite. There is an embedded Risk Control Unit (RCU) within the first line-of-defence, which provides independent advice, support, and assurance for risk & compliance related matters within the business pillars and enablers (the first line-of-defence), integrating business, risk & compliance knowledge. The second line-of-defence provides oversight and performs independent monitoring of business activities with reporting to the Board and Management to ensure that the Group conducts business and operates within the approved risk appetite and is in compliance with regulations. The third line-of-defence is the Group Corporate Assurance Division who provides independent assurance of the adequacy and effectiveness of the governance, internal controls and risk management processes.

THE ROLES OF GROUP CHIEF RISK OFFICER (GROUP CRO) AND GROUP RISK

Within the second line-of-defence is Group Risk Division, a function independent of business units. It assists the Group's management and stakeholders in monitoring and controlling risk exposures within the Board-approved risk appetite statement.

Group Risk Division is headed by the Group CRO, appointed by the Board to lead the Group-wide risk management functions, including the implementation of the Group EWRM framework. The Group CRO:

(a) actively engages the respective boards and senior management on risk management issues and initiatives; and

(b) maintains an oversight on risk management functions across all entities within the Group. In each key country of operations, there is a local Chief Risk Officer or a local Head of Risk Management, whose main functions are to assess and manage the enterprise risk and liaise with regulators in the respective countries.

The organisational structure of Group Risk is made of two major components, namely the Chief Risk Officer and the Risk Centre of Excellence (CoE).

A. CHIEF RISK OFFICERS

i) The Group CRO is supported by the CROs who oversee the risk management functions in overseas branches and banking subsidiaries.

ii) CRO's main function is to assess and manage the enterprise risk and liaise with regulators in the respective countries/entities under his/her purview.

iii) For countries where a CRO is not present and/or not required, a local Head of Risk Management is appointed to be the overall risk coordinator for that country.

B. RISK CENTRES OF EXCELLENCE

i) These are specialised teams of risk officers responsible for the active oversight of Group-wide functional risk management and the teams supporting respective CROs across various geographies.

ii) The Risk CoEs consist of Asset Liability Management, Credit Risk, Market Risk, Non-Financial Risk Management (comprising Operational Risk, Business Continuity, Technology Risk, Third Party Risk and Fraud Risk Management), Shariah Risk, Enterprise Risk and Infrastructure CoEs.

- **ENTERPRISE RISK AND INFRASTRUCTURE COE**

  The Enterprise Risk and Infrastructure CoE ensures the Group's compliance to capital adequacy and single counterparty exposure limit regulatory requirements, including Basel and underwriting model development, implementation and validation of risk models, and management of risk data for credit risk measurement and risk reporting across the Group. In addition, the climate risk unit within the CoE is responsible for working with Group Sustainability, various risk CoEs and business units to implement climate risk management at an enterprise level, in support of the Group's 2050 net zero ambition, which is to transition all operational and attributable greenhouse gas emissions from the Group's financing and investment portfolios in alignment with net zero pathways by 2050.

  Sustainability risk (including climate risk) is recognised as a principal and cross-cutting risk that manifests itself through existing risk types. Due to the cross-cutting nature of Sustainability risk, the implementation of Group-wide Sustainability Governance Framework is currently spearheaded and managed by Group Sustainability as the Sustainability CoE, which sits outside of Group Risk. Refer to the section on Sustainability Risk for further details. Notwithstanding this, Sustainability risk has been and will continue to be integrated into the Group's existing risk management frameworks.

- **MARKET RISK COE**

  The Market Risk CoE recommends the framework and policies for independent assessment, measurement and monitoring of market risk. This is operationalised through review of treasury positions versus limits framework, performing mark-to-market valuation, validation of financial models, calculating Value-at-Risk and market risk capital, as well as performing stress testing.

- **NON-FINANCIAL RISK MANAGEMENT COE**

  The NFRM CoE ensures that the first line-of-defence manages their non-financial risks (which comprise of Operational, Technology, Third Party, Business Continuity and Fraud Risks) effectively by providing frameworks that enable them to identify, assess, manage and report their non-financial risks. The NFRM CoE provides independent feedback, advisory and assessment to the execution of the non-financial risk frameworks by the first line-of-defence.

- **SHARIAH RISK COE**

  The Shariah Risk Management (SRM) CoE facilitates the process of identifying, measuring, controlling and monitoring SNC risks inherent in the Group's Islamic banking businesses and services. It formulates, recommends and implements appropriate SRM policies and procedures; as well as developing and implementing processes to mitigate SNC risk and conducts training to enhance level of awareness on SNC risk.

- **ASSET LIABILITY MANAGEMENT COE**

  The Asset Liability Management (ALM) CoE recommends the framework and policies for the independent assessment, measurement, monitoring and reporting of liquidity and funding risk and interest rate risk/rate of return risk in the banking book. It conducts regular stress testing on the Group's liquidity and interest rate risk/rate of return risk in the banking book profile, by leveraging on the standardised infrastructure it has designed, built and implemented across the region. It provides the framework and tools for maintenance of the early warning system indicators and contingency funding plan by business owners across the Group.

- **CREDIT RISK COE**

  The Credit Risk CoE consists of Retail and Non-Retail credit risk and is dedicated to the identification and assessment, measurement, management, monitoring and reporting of credit risk in the Group. The scope under the CoE function includes areas ranging from development of credit risk policies, procedures and standards to advance portfolio analytics, and use of credit risk modelling (including rollout of alternative credit underwriting models leveraging on machine learning techniques for retail portfolios).

In ensuring a standardised approach to risk management across our Group, all risk management teams within our Group are required to conform to our Group EWRM framework, subject to necessary adjustments required for local regulations. For branches and subsidiaries without risk management department, all risk management activities are centralised at the relevant Risk CoEs. Otherwise, the risk management activities are performed by the local risk management team with matrix reporting line to the relevant Risk CoEs.

Risk Management

KEY AREAS OF RISK MANAGEMENT

1. CREDIT RISK

Credit risk is defined as the possibility of losses due to an obligor, market counterparty or an issuer of securities or other instruments held, failing to perform its contractual obligations to the Group.

Credit risk is inherent in banking activities and arises from traditional financing activities through conventional loans, financing facilities, trade finance, as well as commitments to support clients' obligations to third parties, e.g., guarantees/kafalah. In derivatives, sales and trading activities, credit risk arises from the possibility that the Group's counterparties will be unable or unwilling to fulfil their obligation on transactions on or before settlement dates.

CREDIT RISK MANAGEMENT

Without effective credit risk management, the impact of the potential losses can be overwhelming. The purpose of credit risk management is to keep credit risk exposure to an acceptable level vis-à-vis the capital, and to ensure the returns commensurate with the risks.

Consistent with the Three Lines-of-Defence model on risk management where risks are managed initially from the onset of risk-taking activities, the Group implemented the risk-based delegated authority framework. This promotes clarity of risk accountability whereby the business unit, being the first line-of-defence, manages risk in a proactive manner with Group Risk being independent from the business unit, functions as the second line-of-defence. This enhances the collaboration between Group Risk and the business units.

The risk-based delegated authority framework encompasses joint delegated authority, enhanced credit approval process and a clear set of policies and procedures that define the limits and types of authority designated to the specific individuals.

The Group adopts a multi-tiered credit approving authority spanning from the delegated authorities at business level, joint delegated authorities between business units and Group Risk, to the various credit committees. The credit approving committees are set up to enhance the efficiency and effectiveness of the credit oversight as well as the credit approval process for all credit applications originating from the business units. For corporate, commercial and private banking loans/financing, credit applications are independently evaluated by the Credit Risk CoE team prior to submission to the joint delegated authority or the relevant committees for approval; certain business units' officers are delegated with credit approving authority to approve low valued credit facilities. In addition, for loan/financing to sectors and clients that are exposed to high environmental and social risks, the Sustainability CoE conducts due diligence from an environmental and social point of view. For retail loans/financing, all credit applications are evaluated and approved by Consumer Credit Operations according to the designated delegated authority with higher limits submitted to joint delegated authority or relevant committees for approval.

The GRCC, with the support of Group Credit Committee, Group Asset Quality Committee, and other relevant credit committees, is responsible for ensuring adherence to the Board's approved risk appetite and risk posture. This, amongst others, includes reviewing and analysing of portfolio trends, asset quality, watch-list reporting and policy reviews. It is also responsible for articulating key credit risks and mitigating controls.

Adherence to and compliance with country sector limit, single customer and global counterparty limits, are approaches adopted to address concentration risk relating to any large sector or industry, or to a particular counterparty group or individual and country. To align with tightening climate-related regulatory expectations and support the Group's 2050 Net Zero commitment, a Sustainability Overlay – currently based on sector sensitivities to transition risks using the Transition Risk Heatmap developed by the United Nations Environment Programme Finance Initiative (UNEP-FI) was incorporated into Group Risk's Country Sector Limit Methodology since 2022. The Sustainability Overlay is reviewed and refreshed annually by Group Sustainability and/or climate risk unit, integrating emerging insights, including those from climate risk stress testing exercises. In order to ensure sustainability considerations are accounted for in the early stages of business planning, an overall Sustainability Rating has been applied alongside other risk factors as part of the Risk Posture setting since 2022, and annually updated, to set the high level risk direction for the Group and its entities before the formal budget process starts.

Adherence to the above established credit limits is monitored daily by Group Risk Division, which aggregates all exposures for each counterparty or group, including off balance sheet items and potential exposures. For retail products, portfolio limits are monitored monthly by Group Risk Division.

It is the Group policy that all exposures must be rated or scored based on the appropriate internal rating models, where available. Retail exposures are managed on a portfolio basis and the risk rating models are designed to assess the credit worthiness and the likelihood of the obligors to repay their debts, performed by way of statistical analysis from credit bureau and demographic information of the obligors. The risk rating models for non-retail exposures are designed to assess the credit worthiness of the corporations or entities in paying their obligations, derived from both quantitative and qualitative risk factors such as financial history and demographics or company profile. These rating models are developed and implemented to standardise and enhance the credit underwriting and decision-making process for the Group's retail and non-retail exposures.

To complement the Group's traditional rating models, Group Risk begun to develop stronger predictive risk models via cutting edge machine learning techniques since 2019. The development of predictive and powerful risk models helps enhance business lending/financing through better insights to new customer segments and effective risk management, enhance speed of models delivery, adoption of unconventional multiple scoring approach and hybrid risk segmentation, amongst others.

To-date, CIMB Bank & PT Niaga TBK have implemented relevant machine learning models on its retail and SME portfolio, with further expansion plans going into 2025 and beyond.

Machine learning has become a business-as-usual tool in modern risk management, supporting asset quality management through more refined risk segmentation that enhances overall risk optimisation and improves loss rates. When weaknesses are identified in traditional scorecards or baseline models, machine learning models serve as a second line of safeguard, providing performance uplift while remediation work is carried out on the conventional scorecard. In underwriting, machine learning also enables more granular cut off setting, offering greater flexibility and precision in optimising risk factors. Beyond origination, machine learning models continue to add value across the credit lifecycle by strengthening portfolio management activities, including top up strategies, credit line management, and collection planning.

Credit reviews and ratings are conducted on the non-retail credit exposures on an annual basis, and more frequently when material information on the obligor or other external factors is made available.

The exposures are actively monitored, reviewed on a regular basis and reported regularly to the GRCC and Board Risk and Compliance Committee. Asset quality is closely monitored so that deteriorating exposures are identified, analysed and discussed with the relevant business units for appropriate remedial actions, including recovery actions, if required.

The Group recognises that our financing activities may have an impact on the environment and society and such impact may in turn result in potential financial and reputational risks to the Group. Our sustainable financing approach integrates environmental, social and economic/ethical considerations into our credit risk assessment process for our financing practices and capital raising transactions, whereby clients and transactions identified to have high sustainability risk or potential concern are subject to a structured due diligence and escalation process. Refer to the section on Sustainability Risk for further details.

CREDIT RISK MITIGATION

The employment of various credit risk mitigation techniques such as appropriate credit structuring, and posting of collateral and/or third-party support, form an integral part of credit risk management process.

Credit risk mitigants are taken, where possible, and are considered secondary recourse to the obligor for the credit risk underwritten.

All extension of secured credit facilities deemed prudent, must be appropriately and adequately collateralised. A credit proposal is considered secured only when the entire proposal is fully covered by approved collateral/securities within their approved margins as set out in the relevant credit policy/standard.

Group Credit Committee or the relevant credit approving authority is empowered to approve any inclusion of new acceptable collaterals/securities.

Recognised collaterals include both financial and physical assets. Financial collaterals consist of mainly cash deposits, quoted shares, unit trusts and debt securities, while physical collateral includes land, buildings and vehicles.

Guarantors accepted are in line with BNM's Capital Adequacy Framework (Basel II – Risk-Weighted Assets) and Capital Adequacy Framework for Islamic Banks (Risk-Weighted Assets) guidelines. Eligible credit protection is also used to mitigate credit losses in the event that the obligor/counterparty defaults.

In mitigating the counterparty credit risks from foreign exchange and derivatives transactions, the Group enters into master netting agreements that provide for closeout netting with counterparties, whenever possible. A master netting agreement that governs all transactions between two parties, creates greater legal certainty that the netting of outstanding obligations can be enforced upon termination of outstanding transactions if an event of default occurs.

For each counterparty where credit support annex has been executed in addition to master netting agreement, the Group will request for additional collateral for any exposures above the agreed threshold, in accordance with the terms specified in the relevant credit support annexes.

The Group avoids unwanted credit or market risk concentrations by diversifying our portfolios through a number of measures. Amongst others, there are guidelines in place relating to maximum exposure by products, counterparty, sectors and country.

Risk Management

2. MARKET RISK

Market risk is defined as fluctuations in the value of financial instruments due to changes in market risk factors such as interest rates/profit rates, currency exchange rates, credit spreads, equity prices, commodities prices and their associated volatility. The Group hedges the exposures to market risk by employing various strategies, including the use of derivative instruments.

The Group adopts various measures as part of risk management process. The GRCC with the assistance of Group Market and Conduct Risks Committee (GMCRC) and its delegated committees ensure that the risk exposures undertaken by the Group are within the risk appetite approved by the Board.

Market Risk CoE is responsible for measuring and controlling the Group's market risk through robust measurement and market risk limit monitoring while facilitating business growth within a controlled and transparent risk management framework.

Market Risk CoE evaluates the market exposures using the applicable market price and pricing model. The valuation process is carried out with independent price verification requirements to ensure that financial assets/liabilities are recorded at fair value. The valuation methods and models used are validated by Market Risk Management quantitative analysts to assess their applicability relative to market conditions.

The Group also adopts the Value-at-Risk (VaR) methodology as an approach in the measurement of market risk. VaR is a statistical measure of the potential losses that could occur as a result of movement in market rates and prices over a specified time horizon within a given confidence level.

Stress testing is conducted to capture the potential market risk exposures from an unexpected market movement. In formulating stress scenarios, consideration is given to various aspects of the market; for example, identification of areas where unexpected losses can occur and areas where historical correlation may no longer hold true.

In addition to the above, Market Risk CoE undertakes the monitoring and oversight process at Treasury and Markets trading floors, which include reviewing and analysing treasury trading activities in relation to changes in the financial markets, monitoring limits usage, assessing limits adequacy and verifying transaction prices.

3. LIQUIDITY AND FUNDING RISK

Liquidity and funding risk is defined as the current and potential risk to earnings, shareholders' funds or our reputation arising from the Group's inability to efficiently meet our present and future (both anticipated and unanticipated) funding needs or regulatory obligations when they come due, which may adversely affect our daily operations and incur unacceptable losses. Liquidity risk arises from mismatches in the timing of cash flows.

The objective of the Group's liquidity risk management is to ensure that the Group can meet its cash obligations in a timely and cost-effective manner. To this end, the Group's liquidity risk management policy is to maintain high quality and well diversified portfolios of liquid assets and sources of funds under both business-as-usual and stress conditions. Due to its large delivery network and marketing focus, the Group is able to maintain a diversified core deposit base comprising of savings, demand and term deposits, thus providing the Group with a stable, large funding base from individuals, SMEs, corporates and financial institutions segments. The Group maintains some buffers of liquidity throughout the year to ensure safe and sound operations from a strategic, structural and tactical perspective.

The day-to-day responsibility for liquidity risk management and control in each individual entity is delegated to the respective Country Asset Liability Management Committee, which subsequently reports to Group Asset Liability Management Committee. The Group Asset Liability Management Committee meets at least once a month to discuss the liquidity risk and funding profile of the Group. The key liquidity risk metrics comprise of internal liquidity gaps or cashflow maturity profile mismatches under business-as-usual and stress scenarios, regulatory Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR), which are measured and monitored regularly. LCR is a quantitative regulatory requirement which seeks to ensure that banking institutions hold sufficient High Quality Liquid Assets (HQLA) to withstand an acute liquidity stress scenario over a 30-calendar-day horizon. The Group monitors and reports LCR and NSFR based on the BNM LCR and NSFR Policy Document dated 15 October 2024 and 31 July 2019 respectively. The effective date for NSFR is 1 July 2020. As part of its ordinary course of business, the Group maintains the LCR and NSFR above the regulatory requirements. In addition, liquidity risk stress testing under various scenarios covering bank-specific (idiosyncratic), market-wide and combined crises are performed regularly to identify sources of potential liquidity strain. Liquidity risk positions based on balance sheet forecasts and relevant risk drivers are projected to help in business planning.

In addition to regulatory limits, liquidity risk undertaken by the Group is governed by a set of established liquidity risk appetite and limits. Management Action Triggers (MATs) have been established to alert the Management to potential and emerging liquidity pressures. Any trigger of liquidity risk appetite, limits or MATs will be escalated to the Board and Management in accordance to the approved framework. The Group's Liquidity Risk Management Policy is subjected to periodic review. The assumptions, risk limits and appetite are regularly reviewed in response to regulatory changes, changing business needs and market conditions.

The Asset Liability Management function, which is responsible for the independent monitoring of the Group's liquidity risk profile, works closely with Treasury and Markets in its surveillance on market conditions. Business units are responsible for establishing and maintaining strong business relations with their respective depositors and key providers of funds. Overseas branches and subsidiaries should seek to be self-sufficient in funding at all times. Treasury and Markets only acts as a global provider of funds on a need-to or contingency basis. Each entity has to prudently manage its liquidity position to meet its daily operating needs.

The Group's Contingency Funding Plan (CFP) is in place to alert and enable the management to act effectively and efficiently during a liquidity or funding crisis and under adverse market conditions. The CFP is subjected to regular testing.

4. INTEREST RATE RISK/RATE OF RETURN RISK IN THE BANKING BOOK

Interest rate risk/rate of return risk in the banking book is defined as the current and potential risk to the Group's earnings and economic value arising from movement in interest rates/profit rates.

The Group manages its banking book exposure to fluctuations in interest rates/profit rates through policies established by Group Asset Liability Management Committee. The Group Asset Liability Management Committee is a board-delegated committee which reports to the GRCC. Interest rate risk/rate of return risk in the banking book undertaken by the Group is governed by an established risk appetite that defines the acceptable level of risk to be assumed by the Group. The risk appetite is established by the Board. With the support from Asset Liability Management CoE under Group Risk, EXCO Balance Sheet Management under Group Corporate Treasury and Capital Management under Group Finance, the Group Asset Liability Management Committee is responsible for steering the Group's balance sheet and hedging strategies, the overall interest rate risk/rate of return risk in the banking book profile and ensuring that such risk profile is within the established risk appetite. Interest rate risk/rate of return risk in the banking book exposure based on balance sheet forecasts and relevant risk drivers are projected to help in business and hedging strategies planning. Treasury and Markets, together with EXCO Balance Sheet Management and Capital Management, are responsible for day-to-day management of exposures and gapping activities including execution of hedging strategies.

Interest rate risk/rate of return risk in the banking book is measured by:

(i) Economic Value of Equity (EVE) sensitivity, which measures the long-term impact of sudden interest rate/profit rate movement across the full maturity spectrum of the Group's assets and liabilities. It defines and quantifies interest rate risk/rate of return risk as the change in the economic value of equity (e.g., present value of potential future earnings and capital) as asset portfolio values and liability portfolio values would rise and fall with changes in interest rates/profit rates. This measure helps the Group to quantify the risk and impact on capital with the focus on current banking book positions.

(ii) Earnings-at-Risk (EAR) is the potential impact of interest rate/profit rate changes on the Group's accruing or reported earnings. It focuses on risk-to-earnings in the near term, typically the next one year. Fluctuations in interest rates/profit rates generally affect reported earnings through changes in the Bank's net interest/profit income, which is the difference between total interest/profit income earned from assets and total interest/profit expense incurred from liabilities. The Group's EAR takes into consideration forecasts on new business generation and product pricing strategies.

5. OPERATIONAL RISK

Operational risk is the risk of loss resulting from inadequate or failed processes, people and systems or from external events. It includes legal risk but excludes strategic and Shariah non-compliance risks. Operational risk is inherent in all of our Group's divisions, including those that undertake the Structured Warrants business, and may result in direct or indirect financial losses. Operational Risk encompasses, among others, Fraud, Third Party, and Business Continuity Risks, as outlined below:

- Fraud Risk is the risk of loss resulting from a deliberate act or course of deception or omission with the intention to conceal, omit, distort, misrepresent or falsify to: (i) obtain unlawful, illegal or unfair personal advantage, (ii) induce another person or persons to surrender willingly or unwillingly, a legal right or possession, or (iii) cause harm to damage another person or persons, resulting in a loss.

Risk Management

- Third Party Risk is the risk emanating from third parties that may result in disruption to business operations, financial loss or reputational damage if the Group fails to appropriately manage risks arising from its third-party arrangements or fails to comply with applicable third party or outsourcing regulations.
- Business Continuity Risk is the risk arising from business disruption and the failure to establish, maintain or implement appropriate business continuity management measures (including inadequate business continuity plans) as well as failure to comply with applicable regulatory requirements, including the ability to recover business services or operations within the CIMB Bank's maximum tolerable downtime.

OPERATIONAL RISK MANAGEMENT OVERSIGHT

The NFRM CoE, within GRD, provides the methodology, tools and processes for the identification, assessment, reporting, and management of operational risks by the respective risk owners across the Group. Identified risks are rated using a defined risk rating methodology applied across the Group's Three Lines-of-Defence. The NFRM CoE also independently oversees the identification and monitoring of operational risk and controls that reside within the first line-of-defence.

Monitoring of the identified risks is primarily done through the Operational Risk Committee or relevant risk management committees operating in each material geography. These committees report to the relevant functional or country level committees.

The Group Operational and Resiliency Risk Management Committee (GORRC) is a Group-level committee that is tasked to overseeing the operational risk framework and policies to ensure they are appropriate for the size and complexity of the current and future operations of CIMB Group and to make recommendations to the GRCC for approval. GORRC oversees and monitors the overall operational risk control environment of CIMB Group and reports to the GRCC on material operational and reputational risks.

In addition to the GORRC, CIMB Group has established specific oversight committee to look into specialised areas of Fraud, Third Party and Business Continuity Risk.

OPERATIONAL RISK MANAGEMENT APPROACH

CIMB Group recognises that the key determinant for a well-managed banking operation is to cultivate an organisation-wide risk management discipline and culture.

The Group manages operational risks through the following key measures:

- Sound risk management practices in accordance with regulatory guidelines;
- Management oversight;
- Well-defined responsibilities for all personnel concerned;
- Relevant framework, policies and procedures;
- Establishment of a risk management culture; and
- Deployment of Operational Risk Management (ORM) tools that include:
  - Operational Event and Loss Data Management;
  - Risk and Control Self-Assessment;
  - Control Issue Management;
  - Key Risk Indicators;
  - Product Approval Process;
  - Business Impact Analysis and Risk Assessment;
  - Third Party Materiality & Risk Assessment; and
  - Scenario Analysis.

These tools form part of the operational risk framework that allows the Group to effectively identify, measure, mitigate and report its operational risks. Each material division of the CIMB Group self-assesses on its internal risk and control environment rating and reports key control deficiencies with remediation plans.

The NFRM CoE continues to leverage on data analytics via its established Group-wide Operational Risk Dashboards to facilitate regional standardisation and prioritisation of risk issues. Comprehensive Key Risk Indicator dashboards that significantly enhance risk sensing, particularly emerging risk trends and monitoring coverage capabilities are also in place to facilitate oversight over key risk areas. These dashboards are continuously enhanced and calibrated to strengthen risk management by generating pre-emptive actionable insights.

Each new product and product variation including changes to the product related process flow is subjected to rigorous risk review, in which all critical and relevant risk areas are appropriately identified and assessed independently of the risk takers or product owners.

The promotion of a risk management culture within the Group, in which integrity and honesty are non-negotiable, remains the core theme of our operational risk awareness programme. Additionally, the e-learning module on ORM has further enhanced the staff awareness of operational risk.

6. TECHNOLOGY RISK

Technology risk is the risk of loss resulting from inadequacies or weaknesses in strategy, people, process, technology or external events. This includes financial risk, regulatory and compliance risk, as well as the risk of reputational loss or damage.

Technology risk management is a risk pillar under the Non-Financial Risk Management (NFRM) framework and operates as a second line of defence in accordance with CIMB's Three Lines of Defence model. Group Technology Risk Management (GTRM) reports under the NFRM Centre of Excellence (CoE) and is the owner of the Group Technology Risk Management Framework (GTRMF) and the Group Technology Risk Management Policy (GTRMP). GTRM is responsible for driving enterprise-wide implementation of the GTRMF and GTRMP, and for ensuring ongoing compliance with applicable regulatory requirements, policies, and guidelines.

GTRM actively engages with the first line-of-defence through projects, initiatives and key events, to provide independent oversight of the GTRMF. This includes identifying, assessing and mitigating key risks to continuously strengthen technology resiliency and security. In addition, GTRM reviews risk assessments performed by business units and independent parties, for technology related programmes and processes and recommends appropriate improvements. Given the pervasive use of technology across the business, GTRM is actively engaged across risk functions to identify and manage inter-connected risks.

GTRM reports regularly to GORRC, GRCC and BRCC, providing independent oversight and deliberation on technology risks in line with the approved Technology Risk Appetite. The Technology Risk Appetite is reviewed annually to ensure alignment with evolving risks and threat landscapes.

GTRM also plays a key advisory role in managing risks associated with emerging technologies (such as cloud, artificial intelligence, machine learning, application programming interfaces), including the development and implementation of relevant frameworks, and ensuring that appropriate controls are in place. In 2024, GTRM has further enhanced its oversight and validation through the execution of the annual Red Teaming (which tests the effectiveness of an organisation's systems, processes, and people, by emulating a malicious actor and hacking into secure systems or data), cyber drills (simulations of cyber events which test the effectiveness of an organisation's responsiveness), and independent risk assessments on thematic risks to test the effectiveness of the security posture, response capabilities and control environment.

7. SHARIAH NON-COMPLIANCE RISK

Under the Group EWRM Framework, Shariah Non-compliance (SNC) risk is identified as one of the material risks for CIMB Group, specifically in relation to its Islamic banking business. In order to reflect the Group's seriousness in managing SNC risk, Group Risk Library classifies SNC risk as Level 1 risk alongside credit, market and operational risks.

The SNC risk refers to the risk of legal or regulatory sanctions, financial loss or non-financial implications including reputational damage which the Group may suffer arising from failure to comply with Shariah requirements as determined by Shariah Advisory Council (SAC) of Bank Negara Malaysia (BNM) and Securities Commission (SC), including standards on Shariah matters issued by BNM pursuant to Section 29(1) of the Islamic Financial Services Act (IFSA); decisions or advice by Board Shariah Committee (BSC); or other Shariah regulatory authorities of the jurisdictions where the Group operates.

CIMB Group has established a Shariah Risk Management Policy (SRMP) in accordance with BNM's Shariah Governance Policy Document (SGPD), which sets out the objectives, mission, guiding principles, governance structure, as well as the methodology and approach adopted by our Group in managing SNC risk.

In addition, a SRMP has also been developed to provide guidance and practical illustrations to facilitate Risk Control Unit (RCU) and Designated Compliance & Operational Risk Officers (DCORO) of Business Units (BUs) and Business Enablers (BEs) in identifying, assessing, controlling and monitoring SNC risk inherent in our Group's Islamic products and day-to-day activities. In 2025, the SRMP was revised to incorporate updates to the SNC risk impact classification matrix. To ensure that inherent SNC risks arising from our Group's partnerships and third-party dealings are adequately identified and mitigated, SRM reviewed the governance framework relating to such arrangements. While no major issues were identified during the review, several recommendations were made to strengthen the process, including the establishment of parameters that may give rise to potential Shariah concerns.

Risk Management

To further ensure inherent SNC risks in Islamic banking products and business processes are adequately assessed, SRM also performs independent assessments and provides ongoing support to BUs and BEs. In 2025, a Risk and Control Self-Assessment (RCSA) workshop was conducted to ensure that key SNC risks were captured in the RCSA processes of the BUs and BEs.

SRM also continued to conduct Shariah Risk Awareness programmes for RCUs and DCOROs in 2025 as part of its SNC risk mitigation measures to keep BUs and BEs informed of the latest developments in SNC risk experience within our Group. In this regard, Shariah Risk Awareness forms part of the On-Boarding Risk & Compliance Training and the RCU Forum for RCUs and DCOROs, both of which are conducted on a quarterly basis. Regular reports were submitted to the Senior Management and Board Committees to provide analysis and updates on trends relating to SNC risk experience by our Group.

8. SUSTAINABILITY RISK

Sustainability risk is defined as the risk of financial and non-financial impact arising from environmental, social and economic/ethical issues stemming from transactions and/or activities associated with a business relation and its operations, and/or the Group's own internal operations and employees.

The Sustainability Governance Framework defines the roles and responsibilities of Board, management and the rest of the organisation in fulfilling our aspiration to become a high performing purpose-driven organisation to help advance customers and society. The Framework also aims to ensure that sustainability-related risks are effectively identified, assessed and managed in a timely manner, while improving transparency through disclosures and reporting to promote overall accountability. The Sustainability Governance Framework, including the sustainability operating model, sustainability risk management framework, as well as policies and procedures, are regularly reviewed and strengthened to ensure continued relevance in view of emerging risks and evolving stakeholder priorities.

Three main policies ensure proper governance and management of sustainability risks across the Group. These are:

- The Group Sustainability Policy (GSP) outlines our overarching principles and approach to sustainability, covering sustainability and climate-related risk management, strategy in achieving net zero within the Group's operations, sustainable procurement, governance and reporting of Green, Social, Sustainable Impact Products and Services (GSSIPS) and effective sustainability communication and reporting. The Policy sets out how sustainability is embedded across the Group's strategy, operations and decision-making processes, including oversight by relevant Management and Board committees.
- Group Sustainable Financing Policy (GSFP) guides the integration of environmental and social (E&S) considerations into financing and capital-raising activities. The Policy provides a structured framework for assessing clients and transactions, supporting the identification and management of E&S risks and advancing sustainable finance solutions aligned with regional and international best practices.
- Group Human Rights Policy (GHR) articulates CIMB's commitment to upholding human rights across its value chain. The Policy outlines how key human rights risks are identified and managed, and strengthens due diligence, grievance and remediation processes. It also enables stakeholders, including employees, clients, suppliers and communities, to raise concerns and seek appropriate redress.

9. GEOPOLITICAL RISK

Geopolitical risk, defined as the risk that an investment's returns could suffer as a result of political changes or instability in a country, or at the regional and/or global level. Instability affecting investment returns could stem from, but are not limited to, the following: a change in government, legal and political institutions, tensions between countries affecting the global and regional political and economic environment, and military conflict.

Exposure to geopolitical risk is mitigated through diversified portfolios, country risk limits, and active monitoring. CIMB Bank conducts regular stress testing to prepare for worst-case scenarios, including trade war escalation and military conflict. CIMB Bank continuously monitors geopolitical developments and assesses their impact on foreign exchange volatility, interest rate movements, and macroeconomic conditions across both demand and supply sides. Potential downside risks to the global economy are anticipated and incorporated into the Group's forward-looking assessments.

Audit Committee Report

OVERVIEW

The Audit Committee of CIMB Group Holdings Berhad (Group AC) supports the Board in ensuring that there is a reliable and transparent financial reporting process within CIMB Group Holdings Berhad and its subsidiaries, and to review the corporate governance practices and internal control system in ensuring checks and balances within the Group.

Apart from the Group AC, CIMB Banking Group Audit Committee (Banking Group AC) undertakes functions of Audit Committee of CIMB Bank, CIMB Islamic Bank and CIMB Investment Bank.

1. COMPOSITION & ATTENDANCE OF MEETINGS

A total of 19 Group AC meetings (which includes 17 Joint AC meetings attended by Banking Group AC) were held during the financial year ended 31 December 2025. The Group AC comprises four (4) members, of whom three (3) are Independent Non-Executive Directors and one (1) Non-Independent Director.

The details of each Group AC membership and the meetings held during the year are as follows:

		Number of Committee Meetings	
Name of Committee Member	**Status**	**Held**	**Attended**
Datin Azlina Mahmad	Chairperson/ Independent Director	19	19
Dato' Mohamed Ross bin Mohd Din *(resigned w.e.f. 18 April 2025)*	Independent Director	5	5
Didi Syafruddin Yahya *(appointed w.e.f. 18 April 2025)*	Non-Independent Director	14	14
Yasmin Aladad Khan *(appointed w.e.f. 1 December 2025)*	Independent Director	1	1

The Group AC meetings were also attended by Group Chief Executive Officer, Chief Executive Officer – CIMB Malaysia & CIMB Bank Berhad, Group Chief Financial Officer and the Group Chief Internal Auditor ("Group CIA"), by invitation while the attendance of other Senior Management, depending on the matters deliberated by the Group AC. Meanwhile, Management of the relevant Business Units were invited to Banking Group AC meetings to provide explanations on control gaps and remediation actions undertaken arising from the observations highlighted in the audit reports.

The Banking Group Audit Committee (Banking Group AC) comprises six (6) members, all of whom are Independent Non-Executive Directors. In addition to the 17 Joint AC meetings (with the Group AC), 16 other meetings were held by members of the Banking Group AC to deliberate on matters relating to the three Malaysian banking entities, making a total of 33 meetings for the year.

The details of each Banking Group AC membership and meetings held in 2025 are as follows:

		Number of Committee Meetings	
Name of Committee Member	**Status**	**Held**	**Attended**
Dr. Nurmazilah Dato' Mahzan *(resigned w.e.f. 2 August 2025)*	Chairperson/ Independent Director	18	18
Marina Abdul Kahar *(appointed w.e.f. 1 March 2025)*	Chairperson/ Independent Director	28	27
Ho Yuet Mee	Independent Director	33	32
Dr. Azura Othman	Independent Director	33	33
Ahmed Baqar Rehman	Independent Director	33	33
Kee E Lene	Independent Director	33	32
Tan Ting Min	Independent Director	33	31

Deliberations at the Group AC meetings and Banking Group AC meetings were robust and detailed, typically lasting several hours. Minutes of both AC meetings were provided to members of the respective Boards, and the Board was briefed on the significant matters deliberated during these meetings.

2. AUTHORITY

The AC is a Board delegated committee. In discharging its duties, the AC is authorised by the Board to obtain resources which it requires, including but not limited to, obtaining expert advice, both internal and external, upon approval by the Board and at CIMB's expense, and to have full and unrestricted access to information to enable the Committee to fulfill its objectives and responsibilities. AC is vested with such power and authority, specific or general, as may from time to time be conferred upon by the Board.

Audit Committee Report

3. SUMMARY OF ACTIVITIES IN 2025

The AC carried out the following activities in the financial year ended 31 December 2025 in the discharge of its roles and responsibilities:

INTERNAL AUDIT PROCESS

a. Reviewed and approved the Internal Audit Charter, Mid-Year Audit plan for FY2025 and Annual Audit Plan for FY2026 for Business Units and Business Enablers based on risk assessment conducted, including frequency and scope, as well as the corresponding budget and resource allocation plan.

b. Approved the FY2025 Balanced Scorecard of GCAD and KPIs for GCIA and evaluated the GCIA's annual performance together with the remuneration payout.

c. Reviewed the audit activities undertaken by GCAD and across the region covering the planned audit assignments including regulatory audits, investigations, ad hoc assignments, review of policies and procedures, frameworks and IT projects, together with audit outcome on quarterly basis.

d. Evaluated GCAD's overall performance for 2025 based on the scorecard approved and provided written feedback for improvements.

e. Reviewed the efficiency of GCAD's operations and the economic utilisation of its resources.

f. Reviewed the minutes of the Audit Issue Resolution Committee (AIRCom) on matters deliberated relating to audit findings, risks, implications, root causes and Management's remedial action plans to address the recommendations.

g. Reviewed and approved Management's requests on significant audit observations remediation timeline extension, taking into consideration the justifications provided.

h. Reviewed, deliberated, and endorsed the Statement on Risk Management and Internal Control (SORMIC), Corporate Governance Overview Statement and Report for Board's approval and disclosure in the FY2025 Annual Report.

i. Reviewed, deliberated, and approved Audit Committee Report for incorporation in FY2025 Annual Report.

j. Continued monitoring the achievement requirement on Certification of Banking Auditors (CBA)/Bank Audit Practices (BKA) as imposed by Asian Institute of Chartered Bankers (AICB).

EXTERNAL AUDIT PROCESS

a. Reviewed the results of PwC's audit together with their recommendations and Management's response to their findings highlighted in Audit Committee Report and Internal Control Report for FYE2024, limited review of the unaudited financial statements for FYE 30 June 2025.

b. Reviewed and approved the External Auditor's 2025 audit plan and scope of work on 21 August 2025.

c. Reviewed with the External Auditors on the financial results, MFRS 9 related, credit, investment, finance (i.e. impairment assessment, other assets and other liabilities), tax related matters and other areas of concern identified.

d. Held 2 private meetings with External Auditors without the presence of the Group Management and Executive Directors on 23 January 2025 and 26 November 2025 to discuss relevant issues and obtain feedback for improvements, pursuant to the Terms of Reference of the Audit Committee.

e. Reviewed and recommended for Board's approval the audit fees and provision of non-audit services by the External Auditor in accordance with established procedures; evaluated whether such non-audit services would impair the External Auditor's independence and objectivity. Other areas assessed were scope and proposed fees for the non-audit services, competitiveness of fees quoted.

f. Reviewed and assessed the performance of external auditors covering performance, independence, and objectivity pursuant to the requirements as set out in Bank Negara Malaysia's Policy Document on External Auditor and based on the set of criteria stipulated in the Group's Policies and Procedures for Appointment and Reappointment of External Auditors for Audit and Non-Audit Services. Completed the annual assessment on the External Auditor in November 2025 prior to recommendation to the Board on its reappointment.

   Accordingly, the areas assessed included:

   - Level of knowledge, capabilities, experience and quality of previous work
   - Level of engagement with the ACs
   - Ability to provide constructive observations and recommendations
   - Appropriateness of audit approach and the effectiveness of audit planning
   - Timeliness of audit deliverables
   - Non-audit services rendered by the External Auditor so that it does not impede their independence
   - Feedback on service level by Management about their involvement with the external auditors during the course of audit

g. Reviewed the Management Representation Letters to the external auditors in relation to their limited review of the financial results for the six months ended 30 June 2025 and the statutory audit for the financial year ended 31 December 2025 before recommending it for the Board's approval.

INTEGRITY, GOVERNANCE, RISK AND CONTROL

a. Reviewed the adequacy and effectiveness of the Group's system of internal controls, financial reporting and risk management (based on audit plan coverage).

b. Reviewed the Group's compliance with regulatory requirements and internal policies (based on audit plan coverage).

c. Reviewed the findings of major investigations and whistleblowing cases, and to ascertain that appropriate and prompt remedial actions are taken by Management.

d. Reviewed the internal control issues identified by internal, external and regulatory auditors, Management's response to audit recommendations and the implementation of agreed action plans. For audits with adverse audit ratings and audit areas deemed to be critical, AC engages with Management more actively to resolve any control weaknesses identified.

e. Encouraged robust discussion on emerging risks, key challenges and operational concerns, including requiring Management to present their strategies and action plans in achieving established objectives.

f. Held joint meetings with the respective ACs and Management of CIMB Niaga, CIMB Thai, CIMB Cambodia, CIMB Singapore, CIMB Vietnam, CIMB Philippines and Touch 'n Go Sdn Bhd. In each of the meetings, the audit related issues of the respective businesses, operations and control environments were presented and discussed.

g. AC of CIMB Group provided oversight on the effective implementation of the CIMB Group Policy on Whistle Blowing pursuant to BNM Corporate Governance Framework; any concerns on illegal, unethical or questionable practices escalated to the AC Chairman via the dedicated whistle blowing email address objectively investigated and addressed.

FINANCIAL REPORTING

a. Reviewed the annual audited financial statements and quarterly unaudited financial results of the Group as well as the draft announcements before recommending them for the Board's approval.

b. Reviewed the financial results prior to the approval by the Board; discussed the following as highlighted by the External Auditor in audited financial reports:

- Significant accounting and audit matters involving credit, investment, finance (i.e. impairment assessment MFRS related, other assets and other liabilities)
- Tax related matters
- Summary of misstatements

c. In relation to the financial statements for the financial year ended 31 December 2025, the AC at its meeting held on 26 January 2026 was briefed by the External Auditors on the Key Audit Matters included in the Independent External Auditors' Report. These are matters regarded as most significant by the External Auditors in the audit of the financial statements of the Group and the Company, which involved significant judgement and estimates by the Management.

d. Reviewed write-off proposals as presented by the Management before recommending them for the Board's approval in accordance to established policy.

RELATED PARTY TRANSACTIONS (RPTS) AND CONFLICT OF INTEREST

a. Reviewed the reports of RPTs taking into account the nature and underlying details of the transactions, in establishing any potential conflict of interest that may arise by ensuring that the terms and conditions of the transactions are commercially based and transacted at arm's length, before making recommendations to the Board for approval.

b. Pursuant to MFRS 124 on Related Party Disclosures, significant RPT balances and transactions were reviewed on a quarterly basis, with explanations provided for exceptional trends or transactions.

c. All loans and financing granted to connected parties (pursuant to BNM's Guidelines on Credit Transactions and Exposures with Connected Parties) are under the direct purview of the respective Board of Directors.

SUSTAINABILITY AND/OR CLIMATE RISK

a. Reviewed the Group's integrated disclosures on Environmental, Social and Governance (ESG) – including those aligned with the National Sustainability Reporting Framework (NSRF), Bursa Malaysia's Listing Requirements, and other applicable standards – to ensure compliance with relevant frameworks and principles.

b. Reviewed the effectiveness of internal controls and risk management processes that encompass ESG risks and ensuring that corrective actions are taken in response to audit findings related to these areas.

Audit Committee Report

AUDIT ISSUES RESOLUTION COMMITTEE (AIRCOM)

a. Assisted AC in ensuring the effectiveness of management actions in addressing key risks and internal control weaknesses. The appointment of AIRCom Chairman and Alternate Chairman (held by Senior Management) require the AC's approval.

b. The AIRCom's key activities include:

- Provided oversight of Management action plans and remediated audit issues arising from audit reports with adverse ratings or requested by Regulators, significant audit issues, issues with inadequate Management actions, and investigations conducted and challenged the effectiveness of corrective actions taken to ensure action plans are realistic, sustainable, and aligned to risk appetite; where necessary, the relevant responsible party would attend AIRCom.
- Monitored and tracked the status of outstanding and overdue Management action plans, addressed repeated extensions and inadequate management actions and/or risk acceptance.
- Hold and ensure action owners adhere to timely implementation of the action plans, reviewed and challenged requests and justification for delays or target date extensions.
- Recommended consequence management process if persistent non-compliance is observed.
- Provided monthly updates to CIMB Banking Group AC and followed up on the AC's recommendations for appropriate remedial actions by management.
- Identified, highlighted and discussed systemic issues, capacity constraints or cultural weaknesses noted from audit reports to CIMB Banking Group AC.
- Identified thematic issues, recurring control gaps and root causes.
- Promoted risk and control awareness across business and functions.
- Recommended policy, process and governance enhancements.

c. The AIRCom meetings were held monthly (or as and when required) prior to any AC meetings for the month; minutes of the AIRCom meetings were submitted to AC for notification and discussion.

4. SUMMARY OF GCAD'S KEY ACTIVITIES

a. Prepared the annual and revised risk-based audit plan for the GCAD Malaysia and overseas branches which included the manpower requirement to fulfill the audit plan.

b. Carried out audits and investigations under GCAD Malaysia and overseas branches as per the approved audit plans and investigations requested by Management, the Board or regulators. A total of 267 reports were issued during the year.

c. Continued to adopt data analytics audit approach by integrating data-driven assurance platform to facilitate GCAD Business Auditor in performing systemic and data analytics activities throughout audit ecosystem and work processes with more targeted key risk areas.

d. Shared Continuous Exception Reports/Key Risk Indicators and analytical dashboards with Risk & Control Unit to support ongoing risk monitoring, and performed Data Analytics reviews which serve as early warning, and facilitate better risk management.

e. Engaged external consultant to perform benchmarking of GCAD's Risk Based Methodology (RBM) & Data Analytics (DA) Approach. The exercise showed that GCAD is generally on par with regional financial institutions.

f. Completed 11 of 12 initiatives under GCAD 2.0 Strategy encompassing four key initiatives which are 1) Enhanced Audit Coverage; 2) Refined Audit Process and Communication; 3) Elevated Competency; and 4) Systems & Tools. These initiatives are designed to take GCAD to the next level of operational excellence, agility, and effectiveness in assurance function.

g. Advanced the GCAD Sustainability Roadmap in 2025, building on the three stage framework established in 2024 - aligned its sustainability assurance focus areas with CIMB's Sustainability Strategy 2025–2030, and continued executing the multi year assurance and training roadmaps; expanded regional implementation efforts and strengthened internal capabilities through periodic ESG awareness initiatives; continuous improvement efforts remained ongoing, including updating audit risk parameters, refining the common audit programme, and exploring further partnerships with established NGOs to enhance sustainability assurance coverage.

h. Conducted/participated in various initiatives to strengthen the 1st & 1.5 line of defense on the risk appreciation & governance mindset:

- Regional Branch Compliance & Operational Risk Conferences (provided insights on common audit issues and interactive training for awareness, in regional workshops for branch staff)
- Ongoing Branch Manager Attachment Programme and commencement of Guest Auditor Programme
- Risk & Control Workshops for Risk Contol Units (RCU) in MY & Regionally

i. Introduced Auditor Attachment Programme. One (1) auditor was placed temporarily with Group Sustainability to gain first-hand exposure to operational processes, while enabling business partners to tap into the auditors' risk and control awareness.

j. Identified prevention of data and income leakage and qualitative value added mainly via delivering actionable insights, new control designs, mitigating regulatory non-compliance risk related and catalysing change in behavior from the audits and investigations performed during the year.

k. Monitored and followed up on the implementation of the corrective actions by Management; appropriate validation was performed in accordance with GCAD's Audit Follow-Up Framework.

l. Reported status of outstanding audit findings to AC on a quarterly basis; undue delays in the implementation of agreed action plans were escalated to the relevant authority for further action.

m. Acted as secretariat of AIRCom, and prepared minutes of meeting for submission to AC; other activities included preparing meeting materials and following-up on matters arising.

n. Conducted periodic regional town hall for top-down communication on key matters relating to the internal audit function.

o. Conducted a two day Regional Audit Planning Summit to discuss and deliberate key audit methodologies, annual planning and pressing matters relating to the function.

p. Continued to enhance relationship with Management through Quarterly Business Monitoring (QBM). GCIA, Department Heads or Section Heads have regular meetings with relevant key stakeholders to strengthen the working relationship and business understanding, for better audit focus.

q. Reviewed and provided feedback on drafts of new and revised policies of the Group through Group Policy & Procedures Oversight Committee (GPOC). Feedback focused on, but was not limited to, ascertaining the adequacy of policies' proposed governance and controls to address risks.

r. Continued to provide a professional development platform to all staff to broaden auditing skill set, enhance technical knowledge, foster collaboration and sharing audit with different audit teams through GCAD Rotation Programme, a structured programme tailored to expose all confirmed GCAD employees meeting the eligibility criteria to diverse roles within the division for 6-12 months rotation cycle. This initiative fosters the cultivation of skills and facilitates career development.

s. Submitted periodic reports to the AC, top Management and regulators.

t. Supported AC in the annual review exercise on appointment of External Auditor.

u. Presented the 2026 GCAD's internal audit budget for review, deliberation and endorsement.

v. Organised in-house and external training for the internal auditors in various areas such as sustainability, shariah, data analytics, AML, internal audit methodologies, leadership, communication skills and others various conference to further develop their skills and competency in the respective areas.

w. As at 31 December 2025, Corporate Assurance function of the Group has 370 staff (Malaysia: 171; Regional: 199) with relevant academic/professional qualifications and experience to carry out the activities of the internal audit, support and administrative function. Total costs of RM101.1 million (Malaysia: RM52.7 million) was incurred to maintain the internal audit function of the Group for the financial year 2025.

INTERNAL AUDIT QUALITY ASSURANCE AND IMPROVEMENT PROGRAMME (QAIP)

The QAIP is established to ensure that the internal audit function maintains the highest level of effectiveness, professionalism, and conformance with the Global Internal Audit Standards (GIAS). The Programme is designed to provide reasonable assurance that GCAD's audit activities are performed in accordance with the Core Principles, Ethical Code, and mandatory guidance under the GIAS.

The QAIP evaluates GCAD's adherence to the following:
- Global Internal Audit Standards (GIAS)
- GCAD's Policies and Procedures
- Other relevant regulatory, industry, and internal requirements

Findings from the QAIP are used to identify opportunities for improvement, strengthen audit processes, and support the continuous enhancement of GCAD's internal audit practices.

a. Internal assessment

This is performed according to the approved annual Internal Quality Assurance Review ("IQAR") plan by IQAR team within GCAD.

Audit Committee Report

b. External Assessment

This is carried out by a qualified, independent external assessor at an interval of not more than five years. The appointment goes through an established procurement process and approved by the AC. The external assessor appraises and provides opinion on GCAD's level of conformance with the applicable rules, standard and requirements.

The last external quality assessment was conducted in 2021, during which GCAD was assessed to be generally in conformance with the applicable rules, standards, and requirements.

PROFESSIONAL PROFICIENCY

The GCIA ensures that the internal auditors are equipped with sufficient skillset and continuous professional development to perform their duties and responsibilities effectively.

As part of Project Aquarius 3.0 – Skills Assessment and Training Recommendations, a competency gap assessment was conducted by an external consultant in 2024 and completed in 2025. Based on the results of the assessment, GCAD established a Training Roadmap. The Roadmap includes in-house and external training programmes designed to address identified competency gaps and to strengthen technical and soft skills across the division.

In addition, as part of professional development, internal auditors are encouraged to pursue relevant certification programmes to equip themselves with the necessary knowledge and competencies. Based on GCAD staff strength as at 31 December 2025, 69% of auditors hold at least one relevant professional certification and 82%/69 auditors required to complete the Certification of Banking Auditors (CBA)/Bank Audit Practices (BKA) qualification by 31 December 2025 have passed the exam. The professional certification programmes include the following:

- Bank Audit Practices (BKA)
- Bank Risk Management (BRM)
- Certified Credit Executive (CCE)
- Business Credit Professional (BCP)
- Certified Credit Professional (CCP)
- i-Contract Series – Tawarruq (iCS)
- Certified Expert in Sustainable Finance (CESF)
- Certified Fraud Examiner (CFE)
- Certified Information System Auditor (CISA)
- Certified Information Security Manager (CISM)
- Certified Data Centre Professional (CDCP)
- Certified Internal Auditor (CIA)
- Certifications in AML/CFT (CAML, ACAML)
- Certification in AML/CFT Executive (CAMEX)
- Certified International Finance Professional (CIFP)
- Chartered Institute of Management Accountants (CIMA)
- Certified Shari'ah Advisor and Auditor (CSAA)
- Certified Professional Shariah Auditor (CPSA)
- Islamic Finance Certifications (AQIF, IQIF & CQIF)
- Member of Professional Body (CPA, ACCA, ISACA)
- Pasaran Kewangan Malaysia Certificate (PKMC)

5. TRAINING

The description of training and education provided to the AC members has been outlined under the Corporate Governance Overview Statement.

Board Shariah Committee Report

BOARD SHARIAH COMMITTEE

Pursuant to the enterprise-wide Shariah Governance framework as provided by Bank Negara Malaysia ("BNM") in its Policy Document on Shariah Governance and the Islamic Financial Services Act 2013, the Board of Directors ("the Board") is ultimately responsible and accountable for the oversight and management of Shariah matters in the Bank's operations as well as the operations of its subsidiaries over which it has management control. In undertaking its duties and responsibilities relating to Shariah, the Board relies on the advice of the Board Shariah Committee ("BSC") of CIMB Group established under the Bank.

The main responsibility of the BSC is to assist the Board in the oversight and management of all Shariah matters relating to the Islamic banking and finance business of the Group and its subsidiaries over which it has management control. The BSC operates on the authority as delegated and empowered to it by the Board and as attributed to it under relevant financial regulations and legislations.

All decisions by the Board on Shariah matters relating to its business shall be made based on the decisions, views and opinions of the BSC.

In due regard to the decisions and advice of the BSC on Shariah matters, the Board shall give sufficient attention to the facts and basis for the Shariah decisions as well as provide fair consideration to the implications of implementing the Shariah decisions made by the BSC.

Any decision of the Board on Shariah matters shall be made based on the final decisions, views and opinions of the BSC. All decisions of the Board and the BSC on Shariah matters shall at all times be subordinated to the decision of the Shariah Advisory Council of the relevant Malaysian financial regulators and shall take into consideration the relevant authorities on Shariah matters in the relevant jurisdiction where it is conducting business.

The BSC shall at all times advise the Board to ensure that the Group's Islamic banking and finance business does not have elements or activities which are not permissible under Shariah.

The BSC members are as follows:

1. Dr. Mohamed Fairooz Abdul Khir (Chairman)
2. Professor Dr. Aishath Muneeza
3. Dr. Ahmad Sufian Che Abdullah
4. Dr. Mohammad Mahbubi Ali
5. En. Jalalullail Othman
6. Prof. Dr Yousef Abdullah Al-Shubaily (effective 1st August 2025)

MEETINGS AND ATTENDANCE

The BSC convened 10 meetings during the financial year 2025, including two special meetings to cater for urgent business proposals. All BSC members have satisfied the minimum 75% attendance requirement under the BNM Shariah Governance Policy Document.

BOARD ENGAGEMENT AND TRAININGS ATTENDED

As part of the initiatives to strengthen the good governance and oversight function of the Board over Shariah matters, the following activities were carried out in 2025:

- Two Joint Board and BSC meetings were held in June and November 2025 respectively. The first meeting was held on 3 June 2025 and deliberated on the following topics:
  i. Regulatory Updates: BNM Townhall on Ujrah-based Credit Card-i Transition and Hajah and Darurah PD Implementation
  ii. Updates from Shariah Control Functions: Shariah Control Functions Initiatives 2025
  iii. Updates from Board Shariah Committee/Shariah Advisory Council ("SAC") of BNM & SC and Product Development and Innovation

  The second Joint Board and BSC meeting held on 17 November 2025 discussed the following:
  i. Regulatory Updates: BNM's Shariah-related Regulatory Documents
  ii. Updates from Shariah Control Functions: Shariah Control Functions Updates 2025 & Initiatives 2026
  iii. Updates from the Board Shariah Committee/Shariah Advisory Council ("SAC") of BNM & SC and Product Development and Innovation
- Management had invited Prof. Dr. Engku Rabiah Adawiyah, currently a professor at the Institute of Islamic Banking & Finance (IIiBF) International Islamic University Malaysia (IIUM) to deliver training on Shariah Decision Making Methodology with Reference to SAC's Resolutions. In addition, the BSC also organised an offsite meeting in December 2025.
- As guided by the Guidelines on Islamic Capital Market Products and Services, BSC members had fulfilled the minimum requirement of three Securities Industry Development Corporation ("SIDC")'s Continuing Professional Education ("CPE") approved courses on capital market during the financial year 2025.
- Among the training programmes provided by SIDC which qualify for CPE points attended by BSC members were as follows:
  - 3rd Nadwah of Shariah Advisers in Islamic Capital Market 2025
  - Capital Market Director Programme ("CMDP") Module 3: Risk Oversight and Compliance – Action Plan for Board of Directors
  - Capital Market Director Programme ("CMDP") Module 4: Emerging and Current Regulatory Issues in the Capital Market
- In addition to the above training programmes, the BSC members also attended and participated in the following events and trainings:
  - The Cooler Earth Shariah Leadership in Sustainability Conference
  - 20th International Shariah Scholars Forum in Islamic Finance
  - Shariah Decision Making Methodology with reference to the Shariah Advisory Council ("SAC")'s Resolutions
  - Muzakarah Nusantara 2025
  - Dallah al-Barakah Forum 2025

BSC ASSESSMENT

In compliance with the BNM Shariah Governance Policy Document, the BSC undergoes the process of assessing the effectiveness of each individual BSC member and the committee as a whole annually.

Pursuant to CIMB's Annual Evaluation Manual and BNM's Corporate Governance Policy Document, CIMB is to obtain an independent perspective on the Board's effectiveness to gain insights into the Board's performance against peer Boards and best practices, once every three years. While BSC Effectiveness Assessment ("BEA") is facilitated annually by Group Company Secretarial and assisted by Secretariat of Board Shariah Committee ("BSC Secretariat") as per the CIMB Group Annual Evaluation Manual where it was conducted in 2025.

Shareholdings Statistics

As at 28 February 2026

Issued Shares : RM29,810,986,887.00 comprising 10,797,748,523 ordinary shares
Class of Shares : Ordinary shares*
Voting Rights : One vote per ordinary share

* *There are no special rights preference shares or golden shares issued by the Company.*

ANALYSIS BY SIZE OF SHAREHOLDINGS

(AS PER THE RECORD OF DEPOSITORS)

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Issued Shares
1 – 99	7,985	8.34	232,311	0.00
100 – 1,000	40,194	41.97	18,263,675	0.17
1,001 – 10,000	36,741	38.36	133,835,114	1.24
10,001 – 100,000	8,974	9.37	240,913,648	2.23
100,001 – 539,832,430*	1,872	1.96	5,730,729,626	53.07
539,832,431 and above**	3	0.00	4,673,774,149	43.29
Total	**95,769**	**100.00**	**10,797,748,523**	**100.00**

Notes:
* *Less than 5% of issued holdings.*
** *5% and above of issued holdings.*

ANALYSIS OF EQUITY STRUCTURE

(AS PER THE RECORD OF DEPOSITORS)

Category of Shareholders	No. of Holders			No. of Shares			%		
	Malaysian			Malaysian			Malaysian		
	Bumiputera	Non-Bumiputera	Foreign	Bumiputera	Non-Bumiputera	Foreign	Bumiputera	Non-Bumiputera	Foreign
1) Individual	7,667	56,329	1,037	21,008,511	342,389,445	18,069,328	0.19	3.17	0.17
2) Body Corporate									
A) Banks/Finance Companies	49	5	7	837,240,811	641,287,009	2,415,200	7.75	5.94	0.02
B) Investment Trusts/Foundation/ Charities	7	25	0	52,772	1,420,749	0	0.00	0.01	0.00
C) Other Types of Companies	60	527	27	6,476,014	87,976,907	26,890,714	0.06	0.82	0.25
3) Government Agencies/Institutions	1	1	0	1,055,318	2,286,916,621	0	0.01	21.18	0.00
4) Nominees	12,282	15,782	1,960	516,072,766	2,718,711,595	3,289,725,658	4.78	25.18	30.47
5) Trustee	0	0	0	0	0	0	0.00	0.00	0.00
6) Others	0	3	0	0	39,105	0	0.00	0.00	0.00
	20,066	**72,672**	**3,031**	**1,381,906,192**	**6,078,741,431**	**3,337,100,900**	**12.79**	**56.30**	**30.91**
Grand Total	**95,769**			**10,797,748,523**			**100**		

DIRECTORS' SHAREHOLDINGS

(AS PER THE REGISTER OF DIRECTORS' SHAREHOLDINGS)

Directors	No. of Shares Held			
	Direct Interest	%	Indirect Interest	%
Dato' Lee Kok Kwan	385,710	–*1	95,498*2	–*1
Didi Syafruddin Yahya	–	–	46,791*2	–*1
Novan Amirudin	114	–*1	420,606*3	–*1

Notes:

*1 *Less than 0.01%.*

*2 *Shareholdings through his spouse.*

*3 *Shares held under nominee company (unvested EOP shares not subject to performance measures).*

Save as disclosed below, none of the Directors has any interest in CIMB's shares as at 28 February 2026:

Directors	Number of CIMB Shares			
	As at 31 December 2024	Acquired/ Granted	(Disposed/ Vested)	As at 28 February 2026
Non-Executive				
Dato' Lee Kok Kwan	481,208	–	–	481,208
Didi Syafruddin Yahya	46,791	–	–	46,791
Executive				
Novan Amirudin	540,230	648,466	767,976	420,720

SUBSTANTIAL SHAREHOLDERS

(AS PER THE REGISTER OF SUBSTANTIAL SHAREHOLDINGS)

Name of Substantial Shareholders	No. of Shares Held			
	Direct	%	Indirect	%
Khazanah Nasional Berhad	2,311,306,861	21.41	–	–
Employees Provident Fund	1,982,485,108*1	18.36*1	–	–
Kumpulan Wang Persaraan (Diperbadankan)	640,373,909	5.93	–	–

Note:

*1 *Includes shares held through nominees.*

Shareholdings Statistics

As at 28 February 2026

30 LARGEST SHAREHOLDERS

(AS PER REGISTER OF MEMBERS AND RECORDS OF DEPOSITORS)

Name of Shareholders	No. of Shares Held	% of Issued Capital
1. KHAZANAH NASIONAL BERHAD	2,311,306,861	21.41
2. CITIGROUP NOMINEES (TEMPATAN) SDN BHD *EMPLOYEES PROVIDENT FUND BOARD*	1,746,483,619	16.18
3. KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	640,373,909	5.93
4. AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM BUMIPUTERA*	354,991,700	3.29
5. CITIGROUP NOMINEES (TEMPATAN) SDN BHD *EXEMPT AN FOR AIA BHD.*	164,254,500	1.52
6. CITIGROUP NOMINEES (ASING) SDN BHD *CB SPORE GW FOR GOVERNMENT OF SINGAPORE (GIC C)*	139,587,094	1.29
7. HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND*	122,046,323	1.13
8. HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND*	114,664,208	1.06
9. AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM MALAYSIA 2 – WAWASAN*	95,711,800	0.89
10. CITIGROUP NOMINEES (TEMPATAN) SDN BHD *EMPLOYEES PROVIDENT FUND BOARD (NOMURA)*	92,492,530	0.86
11. AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM MALAYSIA*	89,859,425	0.83
12. CITIGROUP NOMINEES (ASING) SDN BHD *CBNY FOR ISHARES CORE MSCI EMERGING MARKETS ETF*	89,619,000	0.83
13. HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR T. ROWE PRICE EMERGING MARKETS DISCOVERY STOCK TRUST*	84,713,095	0.79
14. CARTABAN NOMINEES (ASING) SDN BHD *THE BANK OF NEW YORK MELLON FOR FIDELITY ADVISOR SERIES VIII: FIDELITY ADVISOR FOCUSED EMERGING MARKETS FUND*	77,922,600	0.72
15. CARTABAN NOMINEES (TEMPATAN) SDN BHD *PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND*	74,070,288	0.69

Name of Shareholders	No. of Shares Held	% of Issued Capital
16. CARTABAN NOMINEES (TEMPATAN) SDN BHD *PAMB FOR PRULINK EQUITY FUND*	70,521,212	0.65
17. CITIGROUP NOMINEES (TEMPATAN) SDN BHD *GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)*	70,034,945	0.65
18. CITIGROUP NOMINEES (ASING) SDN BHD *EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 19)*	68,575,500	0.64
19. HSBC NOMINEES (ASING) SDN BHD *HSBC-FS G FOR PEOPLE'S BANK OF CHINA (SICL ASIA EM)*	63,395,303	0.59
20. CITIGROUP NOMINEES (ASING) SDN BHD *EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)*	61,718,000	0.57
21. HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II*	61,289,100	0.57
22. PERMODALAN NASIONAL BERHAD	59,651,744	0.55
23. AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM MALAYSIA 3*	58,864,100	0.55
24. CARTABAN NOMINEES (ASING) SDN BHD *THE BANK OF NEW YORK MELLON FOR FIDELITY RUTLAND SQUARE TRUST II: STRATEGIC ADVISERS FIDELITY EMERGING MARKETS FUND*	55,834,765	0.52
25. HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR BLACKROCK INSTITUTIONAL TRUST COMPANY, N.A. INVESTMENT FUNDS FOR EMPLOYEE BENEFIT TRUSTS*	54,819,235	0.51
26. AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM BUMIPUTERA 2*	54,471,500	0.51
27. HSBC NOMINEES (ASING) SDN BHD *HSBC BK PLC FOR THE PRUDENTIAL ASSURANCE COMPANY LIMITED*	49,817,811	0.46
28. HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR T. ROWE PRICE INTERNATIONAL FUNDS, INC. – T.ROWE PRICE EMERGING MARKETS DISCOVERY STOCK FUND*	49,309,725	0.46
29. DB (MALAYSIA) NOMINEE (ASING) SDN BHD *EXEMPT AN FOR STATE STREET BANK & TRUST COMPANY (WEST CLT OD67)*	43,064,412	0.40
30. DB (MALAYSIA) NOMINEE (ASING) SDN BHD *SSBT FUND F9BZ FOR FIDELITY EMERGING MARKETS FUND*	42,170,800	0.39
Total	**7,061,635,104**	**65.44**

Internal Framework, Policies, Procedures and Standard Operating Procedures

Frameworks, Policies, Procedures and Standard Operating Procedures within CIMB Group are developed in alignment with the Group Policy Management Framework to ensure a consistent, structured and risk-based approach to govern day-to-day operations. These documents follow a standardised hierarchy and are reviewed, endorsed and approved by the appropriate Reviewing and Approving Authorities such as the Group Risk & Compliance Committee (GRCC), Group Policy & Procedure Oversight Committee (GPOC), Group Operational & Resiliency Risk Committee (GORRC) and the Group Asset Liability Management Committee (GALCO); and subsequently by the relevant Board Delegated Committees or the Board(s), depending on document level and materiality.

These documents are periodically reviewed and updated in line with the Document Lifecycle Management Process under the Group Policy Management Framework to ensure they remain current, effective and responsive to evolving regulatory, operational and business needs. This governance approach underpins CIMB Group's policy ecosystem, supporting strong risk management, operational consistency and regulatory compliance across the Group.

Listed below are some of the Group's key policies and procedures:

No.	Title	Description
1.	a) Group Administration & Property Management/Insurance and Takaful/ Physical Security/Occupational Safety and Health Policy b) Group Administration & Property Management/Insurance and Takaful/ Physical Security/Occupational Safety and Health Procedure	These documents define the key requirements governing the administration, operations, organisation and accountability of Group Administration & Property Management within CIMB Group. They encompass the full scope of property and premises management, facilities management, renovations, fleet management, physical records archiving, asset management, security services, insurance, occupational safety and health and general administrative functions.
2.	a) Accounting Policy	These documents define the accounting concepts and policies that are consistent with Malaysia Financial Reporting Standards and International Financial Reporting Standards.
3.	a) Group Third Party Risk Management Framework	This document sets out how third-party arrangements, including outsourcing arrangements in the Group, are managed across the lifecycle of the arrangement to ensure proper controls are in place in managing third-party risk.
4.	a) Group Business Continuity Management Framework b) Group Business Continuity Management Policy c) Group Business Continuity Management Procedure	These documents outline the minimum Business Continuity Management (BCM) requirements for the development, implementation, maintenance and testing of BCM arrangements to ensure CIMB Group can continue operating and recover effectively in the event of a disruption or crisis.
5.	a) Group Corporate Communications Policy b) Group Corporate Communications Procedure	These documents set out the framework for the dissemination of information by the Group to its shareholders, media and other stakeholders. Information given by the Group to the general public shall always be timely, accurate, relevant and reliable so as to enable a properly informed view of how the Group is governed, its financial and operational performances, future prospects and key corporate developments.
6.	Group Crisis Communications Procedure	Crises affect organisations in varying degrees and frequency. The challenge for the affected organisation is to manage these crises well in order to get back to the business of running the organisation as quickly as possible. CIMB Group has a Crisis Communications Procedure to aid effective response and communication with affected stakeholders in a timely and consistent manner. It defines crisis, crisis classification, escalation procedures, and the establishment of a crisis communication management team and centre.

No.	Title	Description
7.	a) Group Data Management Policy Manual b) Group Data Management Procedure	These documents establish a structured and Group-wide approach to the management of data and dissemination of information across CIMB Group. The Group Data Management Policy sets out the data governance and Management Information System (MIS) framework, while the Group Data Management Procedure operationalises the framework through detailed processes, controls, roles, and workflows to ensure effective, secure, and compliant data management.
8.	a) Group Anti-Money Laundering, Counter Financing of Terrorism, Countering Proliferation Financing and Targeted Financial Sanctions (AML/CFT/CPF and TFS) Policy b) Group Anti-Money Laundering, Counter Financing of Terrorism, Countering Proliferation Financing and Targeted Financial Sanctions (AML/CFT/CPF and TFS) Procedure	The Group Policy and Procedure set out the requirements of the AML/CFT/CPF and TFS compliance programme and the minimum standards to be implemented to ensure that CIMB Group fully complies with all applicable laws and regulations relating to AML/CFT/CPF and TFS matters, comprising customer due diligence, ongoing monitoring, screening and regulatory reporting, among others.
9.	Recruitment Policy	This document sets out the minimum requirements to ensure that a standard and professional approach is adopted to assist the Group in talent acquisition through proper sourcing, selection and appointment, from the date the position becomes available or vacant to the date the position is filled.
10.	Risk Management of Travel Policy	This document addresses flight travel for staff in order to minimise the potential risks to CIMB Group in terms of continuity of leadership and operations. The policies cover Senior Management, staff at department levels and staff in general.
11.	Policy & Procedure on Fit and Proper Criteria for Key Responsible Persons	This document sets out the procedures on Fit and Proper assessment for key responsible persons who are accountable or responsible for the management and oversight of the entities in the Group regulated by Financial Services Act 2013 and Islamic Financial Services Act 2013. These comprise Directors, members of the Shariah Committee, Chief Executive Officers/Executive Directors, any person performing a senior management function who has the primary or significant responsibility for the management and performance of significant business activities; and any person who has primary or significant responsibility of key control functions.
12.	Staff Rejuvenation Programme	This document sets out the rules and guidelines to allow staff to take a break from work without any loss in service or disadvantage in career progression.
13.	Staff Welfare Fund	The Staff Welfare Fund is established to provide financial assistance to our staff and their family members to cope with high medical expenses, as a result of being involved in an accident or due to serious illness. The fund is also used to assist in loss/damage of property due to natural disasters e.g. fire/flood.
14.	Sexual Harassment Policy & Guidelines	These documents set out the policies and guidelines to maintain a working environment which is free of sexual coercion and annoyance. CIMB Group is committed to ensure that all employees are protected from harassment of any kind and in particular from sexual harassment. The policy covers all CIMB Group employees including contract and temporary employees.
15.	Whistle Blowing Policy	This document is in place to ensure CIMB Group has a disciplined and professional workforce. Under this policy, employees are required to promptly report incident of wrongdoings, malpractices or irregularities at their workplace to the Management for immediate rectification and action and the Management is committed to ensure strict confidentiality and will not only protect the identity of the complainants and will also protect the complainant from any harassment and victimisation at work due to the disclosure.
16.	Anti Bribery and Corruption Policy	This document sets out policy matters relating to the prevention of bribery and corruption, and sets out the responsibilities of Group employees and associated persons working for and on behalf of the Group, in observing and upholding the Group's position on anti-bribery and corruption.

Internal Framework, Policies, Procedures and Standard Operating Procedures

No.	Title	Description
17.	Global Employee Mobility Policy	This document sets out the terms, benefits and guidelines for CIMB employees deployed on regional secondments. This is part of CIMB Group's effort to encourage movement of talent across borders for business and/or talent development purposes.
18.	a) Group Conflict Management & Chinese Wall Policy b) Group Conflict Management & Chinese Wall Procedure	These documents set out the Group Policy and Procedure that provide instructions and directions relating to the identification, management and escalation of any actual or perceived conflicts of interest as well as the Chinese Wall governing the communication of confidential and Material Non-Public Information (MNPI). These documents establish the minimum standards within CIMB Group to ensure that confidential and/or MNPI are properly identified, managed and dealt with. This is to ensure that internal data is handled appropriately and that clients are treated fairly.
19.	a) Shariah Advisory and Board Shariah Committee Secretariat Policy b) Shariah Advisory and Board Shariah Committee Secretariat Procedure	These documents define and explain the overall framework applicable to the Islamic businesses of CIMB Group so that they can be conducted in the most effective manner and in line with the Shariah and the regulations of Bank Negara Malaysia (BNM), Securities Commission (SC), the rulings of both Shariah Advisory Councils of BNM and SC (SAC) and the rulings of Group Shariah Committee. Wherever appropriate, reference will also be made to the Shariah rulings issued by the Shariah authorities in other jurisdictions such as Dewan Shariah Nasional, Majelis Ulama Indonesia (DSN-MUI), the Shariah Committee at Authoriti Monetari Brunei Darussalam etc. based on the jurisdictional and locality requirements applicable to regional Islamic businesses of CIMB Group.
20.	a) Group T&M – General Policy b) Group T&M – General Procedure	These documents serve as the primary governing document for all T&M-related activities across all jurisdictions in which T&M operates. It establishes the minimum standards and requirements that staff must follow when performing their functions within the respective departments or units of the T&M Department.
21.	a) Group Fraud Risk Policy b) Group Fraud Risk Procedure	These documents outline the commitment of CIMB Group to uphold zero-tolerance approach to fraudulent activities and aim to provide the policies to develop controls that will aid in the prevention, detection and investigation of fraud against CIMB Group, thereby establishing an integrated and robust Group Fraud Risk Management framework in the organisation.
22.	a) Group Technology Infrastructure Services Policy b) Group IT General Policy c) Group Information Security Policy d) Group Digital Banking Security Policy e) Group IT Security Acceptable Use Policy f) Group System Development Policy g) Group Bring Your Own Device (BYOD) Policy h) Group IT Service Management Policy i) Group IT Project Management Policy j) Group End User Development Policy k) Group Cloud Management Policy	These documents govern all aspects of information technology within the Group and provides Management with direction and support in accordance with relevant laws, regulations and business requirements. They are designed to address adherence to regulatory and internal requirements and ensure consistency in the Group's standards of operations and practices whilst at the same time facilitating sharing of information across the Group and improved controls across the Group when managing information technology. These are global best practices and in accordance with global standards such as COBIT, ITIL, CMMi, ISO etc. These documents meant to be adopted across the Region to facilitate a Regional Operating Model.
23.	a) Technology Risk Management Framework b) Technology Risk Management Policy c) Technology Risk Management Procedure	These documents provide a consistent and unified approach for developing, managing and improving technology (including Cyber, Cloud and Emerging Technologies) risk management within the Group's business operations. It is a systematic approach to identify, analyse, evaluate, treat, monitor and communicate technology risks associated with any activity, function or process, thereby protecting the Group by minimising its operational disruptions and losses.
24.	a) Group Compliance Policies b) Group Compliance Procedures	These documents are to establish a compliance programme framework to ensure compliance with relevant laws, regulations, rules, related self-regulatory organisation standards, and codes of conduct applicable to its regulated and licenced activities that govern the overall working of the business and support units within CIMB Group.

No.	Title	Description
25.	a) Group Competition Law Policy b) Group Competition Law Procedure	The Malaysian Competition Act came into force in 2012 and has changed the business landscape in Malaysia and affected the way all Malaysian businesses operate. The Competition Law Policy & Procedures provide an overview of the Competition Act and guides all business units within the Malaysian banking entities of CIMB Group to familiarise and understand the competition laws of Malaysia. It is a general guide on anti-competitive conduct, anti-competitive agreements and compliance reporting of any violations or breach of the Malaysian Competition Act.
26.	Group Liquidity Risk Management Policy	This is the primary reference document on matters relating to the key principles for the management of liquidity risk across the banking entities within CIMB Group. This document sets out key approaches and critical areas for an integrated liquidity risk management process including liquidity risk management strategies, Board and Management oversight, roles and responsibilities of various divisions/departments, measurement methodologies, controls, monitoring and reporting procedures to ensure that the Group has sufficient liquidity to meet its obligations as they fall due. Group's contingency funding plan is in place to alert and to enable the management to act effectively and efficiently during a liquidity crisis and under adverse market conditions.
27.	a) Group Reputation Risk Policy b) Group Reputation Risk Procedure	These documents outline the definition of reputation risk, process of managing reputation risk, potential sources of reputation risk as well as the roles and responsibilities of key stakeholders.
28.	Group Credit Risk Policy (Non-Retail) (with Islamic addendum and Private Banking addendum)	These documents outline the broad credit/financing guiding principles that are applicable to CIMB Group's conventional and Islamic banking businesses, with the purpose of establishing discipline for orderly extension of credit/financing activities as well as ensuring consistency in credit risk management activities.
29.	a) CIMB Group Personal Data Protection Policy b) CIMB Group Personal Data Protection Procedure	These documents outline the requirements of the Personal Data Protection Act 2010 (PDPA) and are intended to assist CIMB Group in meeting its statutory responsibilities under the PDPA. They serve as a general guide to the PDPA as well as CIMB Group's related principles, processes, controls, and obligations, and are designed to ensure that all staff within the relevant CIMB Group entities and divisions in Malaysia are familiar with, understand, and comply with Malaysia's personal data protection laws.
30.	a) Group Shariah Review Policy b) Group Shariah Review Procedure	These documents define and explain the overall Shariah Review policies and procedures applicable to the Islamic financial services of CIMB Group in ensuring compliance with Shariah and regulatory requirements, and handling of Shariah non-compliance events.
31.	CIMB Group Enterprise-Wide Risk Management (EWRM) Framework	This document describes the policies, methodologies/standards and procedures, and provides guidance towards achieving a common platform and consistent approach to risk management across the Group; provides an overview of each identified risk to promote clear and accountable risk management processes; and facilitates readiness and compliance to Bank Negara Malaysia and other regulatory requirements.
32.	Group Market Risk Policy	This document prescribes a consistent Group-wide framework to manage market risk across all CIMB entities. It serves as a primary reference document for the Group in establishing a sound operating environment for market risk activities that is consistent with the governance and control standards of the Group Risk Appetite Statement.
33.	Group Operational Risk Management Policy	This document sets out the overall approach for CIMB Group to manage operational risk by identifying, assessing, managing and reporting its operational risks.
34.	Group Interest Rate Risk/Rate of Return Risk in the Banking Book Policy	This is the primary reference document on the key principles for the management of interest rate risk in the banking book across the banking entities within CIMB Group. This document sets out key approaches and critical areas for an integrated management of the interest rate risk in the banking book including Board and Management oversight, roles and responsibilities of divisions/departments, measurement methodologies, controls, monitoring and reporting procedures to ensure that the interest rate risk arising from the Group operations is properly identified, measured, monitored and managed over a range of potential changing interest rate environments including stress conditions.

Internal Framework, Policies, Procedures and Standard Operating Procedures

No.	Title	Description
35.	a) CIMB Group Shariah Risk Management Policy b) CIMB Group Shariah Risk Management Procedures	a) This document articulates the objectives, mission, guiding principles, governance structure as well as methodology and approach adopted by the Group in managing Shariah Non-Compliance (SNC) risk. b) This document provides the explanation/illustration to facilitate the Group in identifying, assessing, controlling and monitoring SNC risk inherent in its Islamic products and day-to-day activities.
36.	Group Management Product Approval Process Policy	This document sets out the Group's approach for the management of the submission and approval of products and product-related process changes for new and existing products (including distribution of third-party products). This is to manage and control risks associated in each phase of the product lifecycle; which includes development and offering of new (and existing) products, ongoing monitoring, product review, process changes and product retirement.
37.	Group Retail Credit Policy	This document serves as an overarching group policy governing all credit aspects of Retail Lending/Financing business. It contains high level key risk principles, risk philosophy statements and credit underwriting standards taking into consideration best market practices and aims to provide both transparency and consistency in standardising our assessment, identification, measurement, monitoring, reporting and controlling of retail credit risk across the Group.
38.	Group Internal Capital Adequacy Assessment Process (ICAAP) Policy	This document describes the policy aspects of ICAAP for the relevant banking entities within CIMB Group that are required to comply with ICAAP by its local regulators. It ensures adequate policies are in place for the efficient and effective conduct of ICAAP across these banking entities within the Group. The document also sets out the approach and key ICAAP requirements which include assessing the risk profile of the Group, assessing the capital adequacy and capital management strategies, monitoring compliance with the regulatory requirement on capital adequacy, reporting to management and regulator on ICAAP and ICAAP governance and independent review.
39.	a) Group Delegated Authority Policy b) Group Delegated Authority Procedure	These documents establish a formal governance framework and define the nature and extent of the authority formally delegated from the CIMB Group Holdings Berhad's Board of Directors. This policy also sets out matters specifically reserved for the Board and those delegated to Management, promoting clear accountability and effective governance.
40.	a) Group Corporate Assurance Policy b) Group Corporate Assurance Procedure	These documents sets out the policies and detailed procedures governing GCAD, developed in accordance with the Global Internal Audit Standards (GIAS) and applicable BNM and other regulatory guidelines, to support the delivery of efficient and effective internal audit assurance, advisory, and investigation services in alignment with the goals of the CIMB Group of Companies.
41.	a) Group Entity Governance Policy b) Group Entity Governance Procedure	This Policy & Procedure outlines the governance framework for entities within CIMB Group Holdings Berhad, aimed at safeguarding shareholder value for both internal and external stakeholders. It seeks to: (i) embed corporate governance best practices in the management of entities, addressing stakeholder expectations, particularly those of regulators across the Group's operating jurisdictions; (ii) clarify the relationships among Group entities to ensure effective communication and appropriate governance oversight; (iii) support the Group's Enterprise-Wide Risk Management Framework by addressing governance-related risks; and (iv) ensure proper assessment of risks associated with establishing new entities or repurposing existing ones. A key feature of this Policy & Procedure is the appointment of a Responsible Officer, who is accountable for ensuring that entities under their purview comply with the established governance standards.
42.	a) Group Complaints Handling Policy Manual b) Group Complaints Handling Procedure	These documents outline a standardised framework and mechanism for managing customer complaints in accordance with regulatory requirements and CIMB Group's internal standards. They ensure customers receive prompt, fair, and constructive responses, thereby reinforcing trust, loyalty, and confidence in CIMB Group.

No.	Title	Description
43.	a) Group Customer Exit Handling Policy b) Group Customer Exit Handling Procedure	These documents define CIMB Group's standardised requirements for handling customer exits, which must be followed by all relevant business units and departments. The framework ensures a consistent and responsible approach to managing customer exits, safeguarding the Group's reputation and mitigating any potential adverse impacts.
44.	a) Group Treating Customers Fairly Policy b) Group Treating Customers Fairly Procedure	These documents embed the Treating Customers Fairly (TCF) principles including the fair treatment of vulnerable customers into CIMB Group's culture. They outline clear guidelines for managing customer interactions and set expectations for all employees to comply with internal Treating Customers Fairly and related regulatory requirements.
45.	a) Disclosure of Customer Information to Law Enforcement Agency Policy Manual b) Disclosure of Customer Information to Law Enforcement Agency Procedure Manual	These documents describe the broad principles on disclosure of customer documents or information to law enforcement agency(ies) with the purpose to facilitate the investigation or prosecution by law enforcement agency(ies). It is established to provide a clear guidance on the circumstances that a disclosure of customer documents or information is permitted and the method of such disclosure is to be released to the Law Enforcement Agency. This is to ensure compliance with the guidelines issued by BNM on disclosure of customer information.
46.	a) Group Sustainability Policy b) Sustainability Risk Management Procedure c) Net Zero Operations Procedure d) Green, Social, Sustainable Impact Products and Services (GSSIPS) Procedure e) Sustainable Procurement Procedure f) Sustainability Reporting Procedure g) Sustainability Communications Procedure h) Climate-change and Principle-based Taxonomy (CCPT) Assessment and Reporting Procedure	These documents define CIMB's overarching approach to sustainability, outlining key priorities including sustainability and climate-related risk management, GSSIPS, net zero operations, sustainable procurement and sustainability communications and reporting. The Policy and Procedures set out how sustainability is embedded across the Group's strategy, operations and decision-making processes, including oversight by relevant Management and Board committees.
47.	a) Group Sustainable Financing Policy b) Group Sustainable Financing Procedure	These documents guide the integration of environmental and social (E&S) considerations into financing and capital-raising activities. The Policy and Procedure provide a structured framework for assessing clients and transactions, supporting the identification and management of E&S risks and advancing sustainable finance solutions aligned with regional and international best practices.
48.	Climate Risk Management Standard	This standard serves to foster a systematic and consistent approach in identifying, assessing, measuring, managing and controlling, as well as monitoring and reporting Climate Risk and their cross-cutting impacts through other risk types to the Group, from an "outside-in" perspective.
49.	Group Employee Diversity & Inclusion Policy	This policy outlines CIMB Group's position on diversity and inclusion, guideline principles and standards of diversity and inclusivity that CIMB Group sets out to realise as well as the approach/intervention framework which steers the operationalisation of the Group's diversity and inclusion principles.
50.	a) Group Human Rights Policy b) Group Human Rights Procedure	These documents articulate CIMB's commitment to upholding human rights across its value chain. The Policy and Procedure outline how key human rights risks are identified and managed, and strengthens due diligence, grievance and remediation processes. It also enables stakeholders, including employees, clients, suppliers and communities, to raise concerns and seek appropriate redress.
51.	a) Group Corporate Responsibility Policy b) Corporate Responsibility Procedure	These documents aim to institutionalise guiding principles and consistent practices relating to all Corporate Responsibility activities and initiatives across CIMB Group.

Internal Framework, Policies, Procedures and Standard Operating Procedures

No.	Title	Description
52.	Group SME Credit Risk Policy	This document is a standard approach to effectively manage and control credit to ensure consistency and transparency in assessing, identifying, measuring, monitoring, reporting and controlling credit risks of SME credit risk across the Group. It serves as a main credit risk policy governing all credit aspects of SME Lending/Financing business. It contains high-level key credit risk principles, risk philosophy statements and credit underwriting standards, taking into consideration regulatory requirements and best market practices.
53.	Risk and Control Unit Framework	The RCU Framework establishes Group-wide standards and guidance for the implementation of RCU functions as the 1.5 Line of Defence (LOD), supporting consistent risk and compliance management across Business Units and Business Enablers. It promotes strong corporate governance by fostering a risk and compliance culture, ensuring clear role alignment and accountability across the 1.0, 1.5 and 2.0 LOD, strengthening risk management capabilities through guidance and feedback, providing structured guidance on RCU establishment and management, and defining consistent risk and compliance performance metrics to support timely identification, monitoring, and resolution of risk and compliance matters.
54.	a) Group Personal Account Dealing Policy b) Group Personal Account Dealing Procedure	The objective of these Group Policy and Procedure is to establish a framework within which Covered Division Employees must conduct their personal investment and trading activities. This is to prevent inappropriate use of an individual's position, including the misuse of the individual's knowledge of: (1) material non-public information relating to a third party; and (2) information relating to clients' securities positions, transactions and strategies. These Group Policy and Procedure set out the permitted and prohibited trading and investment activities, pre-clearance requirements and requirements relating to the maintenance and disclosure of Covered Division Employees' trading accounts.
55.	a) Group Related Party Transaction Policy b) Group Related Party Transaction Procedure	The objective of the Related Party Transaction (RPT) Policy & Procedure is to provide clear and consistent guidance on the identification, assessment, and management of Related Party Transactions (RPTs) and Recurrent Related Party Transactions (RRPTs). The Policy outlines the criteria for determining what constitutes an RPT/RRPT and sets out the governance requirements to ensure that any such transactions, where permitted, are undertaken in full compliance with Bursa Malaysia's Main Market Listing Requirements (MMLR). The Policy & Procedure serve to promote transparency, safeguard the interests of shareholders, and uphold the highest standards of corporate governance within the Group. It ensures that RPTs are conducted on arm's-length terms, are properly reviewed and approved through established internal controls, and are disclosed in a timely and accurate manner in accordance with regulatory expectations.
56.	a) Group Customer Communication Policy b) Group Customer Communication Procedure	These documents establish the minimum standards for all customer-facing written communication. They ensure that all communication is clear, effective, and easily understood, while protecting the interests of both the customers and the Group.
57.	a) Group Procurement Policy b) Group Strategic Procurement Procedure – Sourcing/Vendor and Contract Management/Procure-To-Pay	These documents establish clear principles, structured processes, and defined accountabilities for sourcing, vendor management, and procure-to-pay activities. These documents guide Group Strategic Procurement, Country Procurement, and all relevant stakeholders in executing cost-effective, transparent, and consistent procurement practices across the Group, including system-driven purchasing and end-to-end vendor and contract management.

CIMB Top 10 Properties

Location	Description/Existing Use	Tenure/ Date of Expiry	Remaining Lease (years)	Age of Property (years)	Year of Acquisition	Net Book Value as at 31 December 2025 (MYR)	Date of Revaluation
MENARA CIMB 1 Jalan Stesen Sentral 2 Kuala Lumpur Sentral 50470 Kuala Lumpur, Malaysia	40 storey office building with 6 storey of basement car park. Building majority occupied by CIMB Group of companies with partial lower zone leased out to 3rd party.	Freehold	n/a	11	2015	702,892,863	Dec-24
CIMBTHAI Langsuan Building 44 Langsuan Road, Lumpini Patumwan, Bangkok 10330	25 storey office building with 1 basement level. Premises occupied by CIMB Thai Bank (Head Office Branch), CIMB Thai Bank's division offices and subsidiary company offices.	Freehold	n/a	26	1999	276,682,816	Sep-21
WISMA CIMB No. 11, Jalan 4/83A Off Jalan Pantai Baru 59200 Kuala Lumpur	7 storey office building together with 3 levels of basement car park. Building majority occupied by CIMB Bank with Ground Floor leased out to 3rd party.	Freehold	n/a	18	2018	110,616,630	Aug-17
Menara Southern Bank No. 83, Medan Setia 1 Plaza Damansara Bukit Damansara 50490 Kuala Lumpur	7 storey purpose built office building with 4 levels of basement car park.	Freehold	n/a	25	2025	94,160,923	May-24
Menara Sentraya Lt. 28, 29, 30, 31, 32 Jl. Iskandarsyah No. 2, Melawai Blok M Jakarta Selatan	41 storey office building, CIMB Niaga owned 5 storey.	Freehold	n/a	9	2015	94,085,757	Oct-25
Wisma CIMB Niaga Jl. Gatot Subroto No. 2, Bandung	11 storey office building used as CIMB Niaga Head Office and some floors are rented to 3rd party.	Leasehold expiring on 6 December 2043	18	35	2001	75,453,768	Oct-25
Jl Gajah Mada 18 Jakarta Pusat	3 storey office building used as CIMB Niaga Branch and Head Office business support.	Leasehold expiring on 17 January 2036	11	70	2006	55,994,995	Oct-25
Akademi Nazir Razak Lot 60, Jalan Ayer Hitam Kawasan Institusi Bangi 43000 Kajang, Selangor	A parcel of commercial land erected with numerous buildings utilised for leadership centre and data centre.	Leasehold expiring on 18 December 2086	61	38	2025	53,910,248	May-24
CIMB Niaga Lippo Cikarang Jl. MH Thamrin Lippo Cikarang	8 storey office building used as CIMB Niaga Head Office and some floors are rented to 3rd party.	Leasehold expiring on 5 May 2043	18	33	2012	49,308,218	Oct-25
Bintaro Sektor VII Blok D 1 No 05	Land use as parking lot.	Leasehold expiring on 2043, 2029, 2035, 2037 and 2038	18, 4, 10, 12, 13	0	2009	42,863,497	Oct-25

Corporate Directory

As at 25 February 2026

CIMB Group Holdings Berhad
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Kuala Lumpur Sentral, 50470 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +603 2261 8888
Fax: +603 2261 0099
Website: www.cimbfoundation.com

PT Bank CIMB Niaga Tbk
Graha CIMB Niaga, Jl. Jend Sudirman Kav. 58,
Jakarta 12190, Indonesia
Tel: +62 21 250 5252/5353
Fax: +62 21 250 5205
Website: www.cimbniaga.co.id

CIMB Thai Bank Public Company Limited
44, Langsuan Road, Lumpini, Pathumwan,
Bangkok 10330, Thailand
Tel: +662 638 8000/662 626 7000
Fax: +66 2633 9026
Website: www.cimbthai.com

CIMB Bank PLC
No. 60, Preah Monivong Blvd., Phum 10, Sangkat Voat
Phnum, Khan Doun Penh, Phnom Penh 120211, Cambodia
Tel: +855 23 988 388
Fax: +855 23 988 099
Website: www.cimbbank.com.kh

CIMB Bank (Vietnam) Limited
Level 2, Cornerstone Building, 16 Phan Chu Trinh, Cua Nam
ward, Hanoi, Vietnam
Tel: +84 24 3266 3388
Fax: +84 24 3266 3389
Website: www.cimbbank.com.vn

CIMB Bank Berhad Singapore Branch
30 Raffles Place #04-01 Singapore 048622
Tel: +65 6333 7777
Fax: +65 6337 5335
Website: www.cimb.com.sg

CIMB Bank Berhad London Branch
27 Knightsbridge, SW1X 7LY, London, United Kingdom
Tel: +44 0 20 7201 3150
Fax: Nil
Website: www.cimb.com

CIMB Bank Berhad Shanghai Branch
Unit 1805-1807, AZIA Center, 1233, Lujiazui Ring Road,
Pilot Free Trade Zone, Shanghai 200120, China
Tel: +86 21 2026 1888
Fax: +86 21 2026 1988
Website: www.cimb.com

CIMB Bank Berhad Hong Kong Branch
Rooms 2501 & 2507-2510, 25th Floor, Gloucester Tower,
The Landmark, 15 Queen's Road Central, Central, Hong Kong
Tel: +852 2586 7288
Fax: +852 2556 3863
Website: www.cimb.com

CIMB Bank Berhad Philippines Branch
22nd Floor, Bonifacio Stopover Corporate Center,
2nd Avenue Corner, 31st Street, Bonifacio Global City,
Taguig City, 1634 Philippines
Tel: +63 2 8924 2462
Fax: Nil
Website: www.cimbbank.com.ph

CIMB Bank (L) Limited
Level 14(A), Main Office Tower,
Financial Park Labuan, Jalan Merdeka,
87000 Labuan, Wilayah Persekutuan Labuan, Malaysia
Tel: +6087 597 500
Fax: +6087 597 501/502
Website: www.cimb.com

CIMB Bank Berhad, Labuan Offshore Branch
Level 14(A), Main Office Tower,
Financial Park Labuan, Jalan Merdeka,
87000 Labuan, Wilayah Persekutuan Labuan, Malaysia
Tel: +6087 597 500
Fax: +6087 597 501/502
Website: www.cimb.com

Touch 'n Go Sdn. Bhd.
Level 6, Tower 6, Avenue 5, The Horizon,
No. 8 Jalan Kerinchi, Bangsar South, 59200 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +603 2714 8888
Fax: Nil
Website: www.touchngo.com.my

TNG Digital Group Sdn. Bhd.
Level 5, Tower 6, Avenue 5, The Horizon,
No. 8 Jalan Kerinchi, Bangsar South, 59200 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +603 5022 3888
Fax: Nil
Website: www.touchngo.com.my

TNG Digital Sdn. Bhd.
Level 5, Tower 6, Avenue 5, The Horizon,
No. 8 Jalan Kerinchi, Bangsar South, 59200 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +603 5022 3888
Fax: Nil
Website: www.touchngo.com.my

CIMB Trust Limited
Level 14(A), Main Office Tower,
Financial Park Labuan, Jalan Merdeka,
87000 Labuan, Wilayah Persekutuan Labuan, Malaysia
Tel: +6087 414 252
Fax: +6087 411 855
Website: www.cimb.com

CIMB Islamic Trustee Berhad
Level 21, Menara CIMB, Jalan Stesen Sentral 2,
Kuala Lumpur Sentral, 50470 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +603 2261 8888
Fax: +603 2261 9894
Website: www.cimb.com

CIMB Commerce Trustees Berhad
Level 21, Menara CIMB, Jalan Stesen Sentral 2,
Kuala Lumpur Sentral, 50470 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +603 2261 8888
Fax: +603 2261 9894
Website: www.cimb.com

iCIMB (Malaysia) Sdn. Bhd.
CIMB Hub, Level 9,
No. 26, Jalan Sultan Ismail, 50250 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +03 2180 7000
Fax: Nil
Website: www.cimb.com

iCIMB (MSC) Sdn. Bhd.
CIMB Hub, Level 9,
No. 26, Jalan Sultan Ismail, 50250 Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +03 2180 7000
Fax: Nil
Website: www.cimb.com

Principal Asset Management Berhad
Level 32, Exchange 106, Lingkaran TRX,
55188 Tun Razak Exchange, Kuala Lumpur,
Wilayah Persekutuan Kuala Lumpur, Malaysia
Tel: +603 8680 8000
Fax: +603 2717 0381
Website: www.principal.com.my

Principal Islamic Asset Management Sdn. Bhd.
Level 32, Exchange 106, Lingkaran TRX,
55188 Tun Razak Exchange, Kuala Lumpur,
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Tel: +603 8680 8000
Fax: +603 2717 0381
Website: www.principalislamic.com

CIMB Bank Berhad Yangon Representative Office
1008 Level 10, Sakura Tower, Kyauktada Township, Yangon,
Myanmar
Tel: +951 8 255 430
Fax: +951 8 255 430
Website: www.cimb.com

Corporate Information

As at 28 February 2026

BOARD OF DIRECTORS

Datuk Syed Zaid Albar
(Appointed as Independent Director on 18 June 2025 and re-designated as Chairman on 20 July 2025)
Chairman/Independent Director

Novan Amirudin
Group Chief Executive Officer/Executive Director

YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz
(Re-designated as Senior Independent Director on 1 January 2026)
Senior Independent Director

Didi Syafruddin Yahya
(Re-designated as Non-Independent Director on 10 January 2026)
Non-Independent Director

Dato' Lee Kok Kwan
Non-Independent Director

Shulamite N K Khoo
Independent Director

Ho Yuet Mee
Independent Director

Datin Azlina Mahmad
Independent Director

Lyn Therese McGrath
Independent Director

Selvendran Katheerayson
(Appointed as Non-Independent Director on 1 August 2025)
Non-Independent Director

Yasmin Aladad Khan
(Appointed as Independent Director on 1 December 2025)
Independent Director

Tan Sri Mohd Nasir Ahmad
(Retired as Chairman/Non-Independent Director on 19 July 2025)
Chairman/Non-Independent Director

Dato' Mohamed Ross Mohd Din
(Retired as Independent Director on 18 April 2025)
Independent Director

GROUP COMPANY SECRETARY

Datin Rossaya Mohd Nashir
LS 0007591/PC No. 202008000361

GROUP AUDIT COMMITTEE

Datin Azlina Mahmad
Chairperson/Independent Director

Ho Yuet Mee
Member/Independent Director

Yasmin Aladad Khan
(Appointed as Member on 1 December 2025)
Member/Independent Director

Dato' Mohamed Ross Mohd Din
(Retired as Member on 18 April 2025)
Member/Independent Director

Didi Syafruddin Yahya
(Appointed as Member on 18 April 2025 and Resigned on 10 January 2026)
Member/Non-Independent Director

BOARD RISK AND COMPLIANCE COMMITTEE

Lyn Therese McGrath
(Re-designated as Chairperson on 10 January 2026)
Chairperson/Independent Director

Dato' Lee Kok Kwan
Member/Non-Independent Director

YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz
(Appointed as Member on 10 January 2026)
Member/Senior Independent Director

Didi Syafruddin Yahya
(Resigned as Chairperson/Member on 10 January 2026)
Chairperson/Non-Independent Director

Dato' Mohamed Ross Mohd Din
(Retired as Member on 18 April 2025)
Member/Independent Director

Tan Sri Mohd Nasir Ahmad
(Resigned as Member on 1 April 2025)
Member/Non-Independent Director

GROUP NOMINATION AND REMUNERATION COMMITTEE

YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz
(Re-designated as Chairperson on 10 January 2026)
Chairperson/Senior Independent Director

Didi Syafruddin Yahya
(Re-designated as Member on 10 January 2026)
Member/Non-Independent Director

Shulamite N K Khoo
Member/Independent Director

Datin Azlina Mahmad
Member/Independent Director

Selvendran Katheerayson
(Appointed as Member on 1 August 2025)
Member/Non-Independent Director

Dato' Mohamed Ross Mohd Din
(Retired as Member on 18 April 2025)
Member/Independent Director

BOARD GROUP SUSTAINABILITY COMMITTEE

Ho Yuet Mee
Chairperson/Independent Director

Lyn Therese McGrath
Member/Independent Director

Yasmin Aladad Khan
(Appointed as Member on 1 December 2025)
Member/Independent Director

Sukanta Kumar Dutt
(Appointed as Member on 1 August 2025)
Member/Independent Director of CIMB Bank Berhad

Zuhaida Zulkifli
(Appointed as Member on 1 April 2025)
Member/Independent Director of CIMB Islamic Bank Berhad

Dr. Adrian Toho Parada Panggabean
(Appointed as Member on 1 January 2026)
Member/Independent Director of CIMB Investment Bank Berhad

Tan Ting Min
(Resigned as Member on 31 December 2025)
Member/Independent Director of CIMB Investment Bank Berhad

Dr. Nurmazilah Dato' Mahzan
(Retired as Member on 2 August 2025)
Member/Independent Director of CIMB Bank Berhad

Tan Sri Mohd Nasir Ahmad
(Resigned as Member on 1 April 2025)
Member/Non-Independent Director

Didi Syafruddin Yahya
(Resigned as Member on 1 April 2025)
Member/Non-Independent Director

BOARD SHARIAH COMMITTEE

Associate Professor Dr. Mohamed Fairooz Abdul Khir
Chairman/Independent Member

Associate Professor Dr. Aishath Muneeza
Independent Member

Sheikh Dr. Ahmad Sufian Che Abdullah
Independent Member

Dr. Mohammad Mahbubi Ali
Independent Member

Jalalullail Othman
Independent Member

Professor Dr. Yousef Al-Shubaily
(Appointed as Member on 1 August 2025)
Independent Member

REGISTRAR

Boardroom Share Registrars Sdn Bhd
(199601006647 (378993-D))
11th Floor Menara Symphony
No. 5 Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor, Malaysia
Helpdesk: 603-7890 4700
Fax: 603-7890 4670
E-mail address: bsr.helpdesk@boardroomlimited.com

AUDITORS

PricewaterhouseCoopers PLT
(LLP0014401-LCA & AF 1146)
Chartered Accountants
Level 10, Menara TH 1 Sentral, Jalan Rakyat
Kuala Lumpur Sentral
P O Box 10192
50706 Kuala Lumpur, Malaysia
Tel: 603-2173 1188
Fax: 603-2173 1288

REGISTERED OFFICE

Level 13, Menara CIMB
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur, Malaysia
Tel: 603-2261 8888
Fax: 603-2261 0099
Website: www.cimb.com
Investor Relations: ir@cimb.com
Senior Independent Director: cimbSID@cimb.com

Social media: www.facebook.com/CIMBMalaysia/
www.instagram.com/cimbmalaysia/
www.linkedin.com/company/cimbmalaysia/
www.tiktok.com/@cimbmalaysia
https://x.com/CIMBMalaysia

STOCK EXCHANGE LISTING

Listed on Main Market of Bursa Malaysia Securities Berhad since 3 November 1987

Stock Code: 1023

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 69th Annual General Meeting ("AGM") of CIMB Group Holdings Berhad ("CIMB" or "the Company") will be held at the Grand Ballroom, First Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia ("Main Venue") and virtually by way of electronic means via Boardroom Share Registrars Sdn. Bhd. ("Boardroom")'s website ("Online Platform") on Wednesday, 29 April 2026 at 10.00 a.m. to transact the following businesses, with or without modifications:

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 and the Reports of the Directors and Auditors thereon.

   Please refer to Explanatory Note 10

2. To re-elect the following Directors who retire pursuant to Article 81 of the Company's Constitution:

   2.1 Dato' Lee Kok Kwan — **Ordinary Resolution 1**

   2.2 Ms. Ho Yuet Mee — **Ordinary Resolution 2**

   2.3 Datin Azlina Mahmad — **Ordinary Resolution 3**

   Please refer to Explanatory Note 11

3. To re-elect the following Directors who retire pursuant to Article 88 of the Company's Constitution:

   3.1 Datuk Syed Zaid Albar — **Ordinary Resolution 4**

   3.2 Mr. Selvendran Katheerayson — **Ordinary Resolution 5**

   3.3 Pn. Yasmin Aladad Khan — **Ordinary Resolution 6**

   Please refer to Explanatory Note 11

4. To approve the payment of the Non-Executive Directors ("NEDs")' fees for the period from the 69th AGM until the next AGM of the Company, as follows: — **Ordinary Resolution 7**

	Retainer Fee – per annum	Chairperson's Premium – per annum
Board		
– Chairperson	RM250,000	RM430,000
– Member	RM250,000	N/A
Board Committee		
– Chairperson	RM50,000	RM50,000
– Member	RM50,000	N/A

Please refer to Explanatory Note 12

5. To approve the payment of allowances and benefits payable to NEDs of the Company up to an amount of RM3,895,000 from the 69th AGM until the next AGM of the Company.

   Please refer to Explanatory Note 12

Ordinary Resolution 8

6. To re-appoint Messrs. PricewaterhouseCoopers ("PwC") as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Board of Directors to fix their remuneration.

   Please refer to Explanatory Note 13

Ordinary Resolution 9

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following Ordinary Resolutions:

7. **Proposed Renewal of the Authority for Directors to Allot and Issue Shares.**

   "**THAT** pursuant to Section 75 and Section 76 of the Companies Act, 2016, the Directors be and are hereby given full authority to allot and issue shares in the Company, at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares issued pursuant to this resolution in any one financial year does not exceed 10% of the issued capital of the Company for the time being **AND THAT** the Directors be and are hereby given full authority to obtain approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad ("Bursa Securities") **AND THAT** such authority shall continue in force until the conclusion of the next AGM of the Company or at the expiry of the period within which the next AGM is required to be held in accordance with the provisions of the Companies Act, 2016, whichever is the earlier."

   Please refer to Explanatory Note 14

Ordinary Resolution 10

8. **Proposed Renewal of the Authority for Directors to Allot and Issue New Ordinary Shares in the Company ("CIMB Shares") in Relation to the Dividend Reinvestment Scheme that provides the Shareholders of the Company with the Option to Elect to Reinvest Their Cash Dividend Entitlements in New Ordinary Shares in the Company ("DRS").**

   "**THAT** pursuant to the DRS approved at the Extraordinary General Meeting held on 25 February 2013 and renewed at the AGM held on 29 April 2025, approval be and is hereby given to the Company to allot and issue such number of new CIMB Shares for the DRS until the conclusion of the next AGM, upon such terms and conditions and to such persons as the Directors may, in their absolute discretion, deem fit and in the interest of the Company **PROVIDED THAT** the issue price of the said new CIMB Shares shall be fixed by the Directors at not more than ten percent (10%) discount to the adjusted 5-day volume weighted average market price ("VWAMP") of CIMB Shares immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue of CIMB Shares at the material time;

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

   Please refer to Explanatory Note 15

Ordinary Resolution 11

Notice of Annual General Meeting

9. **Proposed Renewal of the Authority to Purchase Own Shares.**

Ordinary Resolution 12

"**THAT** subject to the Companies Act, 2016 (as may be amended, modified or re-enacted from time to time), the Company's Constitution and the requirements of Bursa Securities and approvals of all the relevant governmental and/or regulatory authorities, the Company be and is hereby authorised to purchase such number of ordinary shares in the Company ("Proposed Shares Buy-Back") as may be determined by the Board of Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Board of Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of ordinary shares purchased and/or held pursuant to this resolution does not exceed 10% of the total issued and paid-up share capital of the Company at any point in time and an amount not exceeding the total retained earnings of approximately RM697 million based on the Audited Financial Statements for the financial year ended 31 December 2025 be allocated by the Company for the Proposed Shares Buy-Back **AND THAT** the ordinary shares of the Company to be purchased are proposed to be cancelled and/or retained as treasury shares and/or retained as treasury shares and cancel the remainder of the shares **AND THAT** where such shares are held as treasury shares, the Directors of the Company may distribute the shares as dividends, re-sold on Bursa Securities, transfer the shares under the employees' share scheme or as purchase consideration or otherwise use the shares for such other purposes as the Minister may by order prescribe **AND THAT** the Board of Directors of the Company be and are hereby given full authority generally to do all acts and things to give effect to the Proposed Shares Buy-Back with the full power to assent to any conditions, modifications, revaluations and/or amendments (if any) as may be imposed by the relevant authority with full power to do all such acts and things thereafter on any part of the shares bought back in accordance with the Companies Act, 2016, Company's Constitution, Bursa Securities Main Market Listing Requirements and any other rules and regulations that may be in force from time to time **AND THAT** such authority shall commence immediately upon passing of this ordinary resolution until:

i. the conclusion of the next AGM of the Company in 2027 at which time such authority shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;

ii. the expiration of the period within which the next AGM after that date is required by law to be held; or

iii. revoked or varied by ordinary resolution passed by the Shareholders of the Company in a general meeting;

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

Please refer to Explanatory Note 16

10. To transact any other business of which due notice shall have been duly given in accordance with the Companies Act, 2016.

BY ORDER OF THE BOARD

Datin Rossaya Mohd Nashir
Group Company Secretary
SSM PC No. 202008000361
LS 0007591

Kuala Lumpur
27 March 2026

EXPLANATORY NOTES

MODE OF MEETING

1. *The 69th AGM of the Company will be held on a hybrid basis whereby Member(s), proxy(ies) and corporate representative(s) will have the option to attend physically in person at the Main Venue ("Physical Attendance"), or to participate and vote remotely at the Online Platform via Remote Participation and Electronic Voting facilities available on Boardroom's website at Boardroom Smart Investor Online Portal at https://meeting.boardroomlimited.my ("Virtual Attendance"). Please follow the procedures provided in the Administrative Details for the 69th AGM of the Company.*

2. *All Member(s), proxy(ies) and corporate representative(s) who wish to attend the 69th AGM must register as a user with Boardroom's website and then pre-register their attendance on Boardroom's website to verify their eligibility to attend the 69th AGM based on the General Record of Depositors as at 22 April 2026 and to confirm their mode of attendance, either Physical Attendance or Virtual Attendance.*

3. *The registration is open from the date of the Notice of the 69th AGM on Friday, 27 March 2026 and the closing date and time shall be until the day of the 69th AGM on 29 April 2026.*

PROXY

4. *Section 334 of the Companies Act, 2016 provides that a member of a company shall be entitled to appoint another person or persons as his/her proxy or proxies to exercise all or any of his/her rights to attend, participate, speak and vote at a meeting of members of the company. A proxy may, but need not, be a Member of the Company. A Member may appoint any person to be his/her proxy without any restriction as to the qualification of such person.*

5. *Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy. A member shall be entitled to appoint only one (1) proxy unless he/she has more than 1,000 shares in which case he/she may appoint up to five (5) proxies provided each proxy appointed shall represent at least 1,000 shares.*

6. *The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing or if such appointer is a corporation, under its Seal or the hand of its attorney.*

7. *This instrument duly completed must be deposited at the Boardroom's office at 11th Floor Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia, or lodged electronically via Boardroom Smart Investor Portal at https://investor.boardroomlimited.com/ not later than 24 hours before the time appointed for holding the meeting which is no later than 10.00 a.m. on Tuesday, 28 April 2026.*

8. *Pursuant to Paragraph 8.29A of Bursa Securities Main Market Listing Requirements, all resolutions set out in the Notice of 69th AGM will be put to vote on a poll.*

MEMBERS ENTITLED TO ATTEND

9. *For the purpose of determining a member who shall be entitled to attend the 69th AGM, the Company shall request Bursa Malaysia Depository Sdn. Bhd. in accordance with Article 59(c) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991 to issue a Record of Depositors as at 22 April 2026. Only a depositor whose name appears on the Record of Depositors as of 22 April 2026 shall be entitled to attend the said meeting or appoint proxies to attend, participate, speak and/or vote on his/her behalf.*

AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

10. *This Agenda item is meant for discussion only pursuant to the provision of Section 340(1)(a) of the Companies Act, 2016 and will not be put forward for voting.*

RE-ELECTION OF DIRECTORS

11. *Article 81 of the Company's Constitution provides that one-third (1/3) of the Directors of the Company for the time being shall retire by rotation at the AGM of the Company and be eligible for re-election. Three (3) out of eleven Directors are to retire in accordance with Article 81 of the Company's Constitution. The Shareholders' approval is sought under **Ordinary Resolutions 1, 2** and **3**.*

    *Article 88 of the Company's Constitution provides that the Board of Directors of the Company ("Board") shall have the power to appoint any person to be a Director, either to fill a casual vacancy or as an addition to the existing Board. Any Director so appointed shall hold office until the next AGM and shall then be eligible for re-election. The Shareholders' approval is sought under **Ordinary Resolutions 4, 5** and **6**.*

    The suitability of a Director as a Board member is in accordance with Bank Negara Malaysia ("BNM") Corporate Governance Policy Document and the Group's Fit and Proper Policies and Procedures for Key Responsible Persons. The Group Nomination and Remuneration Committee ("GNRC") considered the following criteria in determining the eligibility of the Directors to stand for re-election at the 69th AGM:

    (i) The Director's skill sets and competency in specialised areas of practise and level of contribution to the Board through their knowledge, skills and expertise;

    (ii) The level of independence demonstrated by the Directors, and his/her ability to act in the best interest of the Company;

    (iii) Probity, personal integrity and reputation, where the Directors must have personal qualities such as honesty, integrity, diligence, independence of mind and fairness; and

    (iv) Financial integrity, where the Directors must manage his/her debts or financial affairs prudently.

    For Independent Directors, the GNRC has also conducted an assessment on the independence of the Independent Directors seeking re-election at this AGM based on the criteria set by the Company and guided by the definition of "Independent Director" as prescribed by Bursa Securities Main Market Listing Requirements and BNM Corporate Governance Policy Document. The Board has assessed their time and commitment to effectively discharge their respective roles as Directors of the Company. The retiring Directors had abstained from deliberation and decision on their own eligibility to stand for re-election at the relevant GNRC and Board meetings, where applicable. The Board is satisfied that the Independent Directors seeking re-election have maintained their independence in the financial year ended 31 December 2025.

    *Section 54(2)(a) of the Financial Services Act ("FSA") 2013 provides that the appointment, re-appointment, election or re-election as Chairperson, Director or Chief Executive Officer of the Company is subject to approval by BNM. In this respect, BNM's approval for the tenures of the Directors seeking re-election is still effective under **Ordinary Resolutions 1, 2, 3, 4, 5** and **6**.*

    The profiles of Directors seeking re-election and re-appointment are set out in the Board of Directors' section of the Company's Annual Report 2025.

Notice of Annual General Meeting

NON-EXECUTIVE DIRECTORS FEES AND BENEFITS PAYABLE

12. *Section 230(1) of the Companies Act, 2016, provides amongst others, that "fees" of the directors and "any benefits" payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. Pursuant thereto, Shareholders' approval is sought for the payment of fees and benefits payable to the NEDs, in two (2) separate Resolutions:*

(i) ***Ordinary Resolution 7:*** *Approval for the payment of NEDs' fees with effect from the 69th AGM until the next AGM of the Company.*

The Board is recommending the Directors' fees for the Company as approved at the previous AGM of the Company, for Shareholders' approval. There is no revision to the amount proposed.

For the Company

	Retainer Fee – per annum	Chairperson's Premium – per annum
Board		
– Chairperson	*RM250,000*	*RM430,000*
– Member	*RM250,000*	*N/A*
Board Committee		
– Chairperson	*RM50,000*	*RM50,000*
– Member	*RM50,000*	*N/A*

The following table provides a disclosure of Directors' fees paid at the Company's subsidiaries, presented for information and reference purposes only.

For Subsidiaries of the Company

Name	Position Held	Fee Type	Amount
Datuk Syed Zaid Albar	**CIMB Bank Berhad**		
		Fixed Fee:	
	• *Chairperson*	*Chairperson's premium – per annum*	*RM80,000*
		Board Retainer Fee – per annum	*RM220,000*
YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz	**CIMB Bank Berhad**		
		Fixed Fee:	
	• *Director*	*Board Retainer Fee – per annum*	*RM220,000*
	CIMB Thai Bank PCL		
		Fixed Fee:	
	• *Board Chairman*	*Chairperson's premium – per annum*	*THB1,680,000*
		Board Retainer Fee – per annum	*THB600,000*
Datin Azlina Mahmad	**CIMB Islamic Bank Berhad**		
		Fixed Fee:	
	• *Chairperson*	*Chairperson's premium – per annum*	*RM75,000*
		Board Retainer Fee – per annum	*RM205,000*
Dato' Lee Kok Kwan	**CIMB Bank Berhad**		
		Fixed Fee:	
	• *Director*	*Board Retainer Fee – per annum*	*RM220,000*
	CIMB Investment Bank Berhad		
		Fixed Fee:	
	• *Director*	*Board Retainer Fee – per annum*	*RM205,000*
En. Didi Syafruddin Yahya	**PT Bank CIMB Niaga Tbk**		
		Fixed Fee:	
	• *Board of Commissioner*	*Board Retainer Fee – per annum*	*IDR2,196,250,000*

(ii) ***Ordinary Resolution 8****: To approve the payment of allowances and benefits payable to NEDs of the Company up to an amount of RM3,895,000 from the 69th AGM until the next AGM of the Company.*

The amount payable to NEDs comprises allowances, benefits-in-kind and other emoluments payable to them by the Company, details of which are as follows:

For the Company

	Meeting Fee – per meeting	Benefits-in-kind
Board – Chairperson	*RM5,000*	*Corporate club membership fee, company car including petrol and a driver, leave passage, medical coverage, mobile phone and bills, complimentary use of CIMB Apartments and other claimable benefits and reimbursable expenses.*
– Member	*RM5,000*	*Medical coverage, complimentary use of CIMB Apartments and benefits that are claimable including reimbursable expenses incurred in the course of carrying out their duties as Directors*
Board Committee – Chairperson & Member	*RM5,000*	*N/A*

In determining the estimated amount of benefits payable for the NEDs, various factors, including the number of scheduled meetings for the Board, Board Committees and Boards of subsidiaries as well as the number of NEDs involved in these meetings were considered. The Board is hereby recommending up to an amount of RM3,895,000 as payment of allowances and benefits payable from the 69th AGM until the next AGM of the Company.

The following table provides a disclosure of Directors' allowances, benefits-in-kind and other emoluments at the Company's subsidiaries, presented for information and reference purposes only.

For the Subsidiaries

Name	Position Held	Fee Type	Amount
Datuk Syed Zaid Albar	**CIMB Bank Berhad**		
	• *Chairperson*	*Variable Fee: Meeting allowance – per meeting*	*RM5,000*
YM Tengku Dato' Sri Azmil Zahruddin Raja Abdul Aziz	**CIMB Bank Berhad**		
	• *Director*	*Variable Fee: Meeting allowance – per meeting*	*RM5,000*
	CIMB Thai Bank PCL		
	• *Board Chairman* • *Nomination and Remuneration Committee Alternate Chairman*	*Variable Fee: Meeting allowance – per meeting*	*THB50,000*
Datin Azlina Mahmad	**CIMB Islamic Bank Berhad**		
	• *Chairperson*	*Variable Fee: Meeting allowance – per meeting*	*RM5,000*
Dato' Lee Kok Kwan	**CIMB Bank Berhad**		
	• *Director* • *Banking Group Board Risk and Compliance Committee Member*	*Variable Fee: Meeting allowance – per meeting*	*RM5,000*
	CIMB Investment Bank Berhad		
	• *Director*	*Variable Fee: Meeting allowance – per meeting*	*RM5,000*
En. Didi Syafruddin Yahya	**PT Bank CIMB Niaga Tbk**		
	• *President Commissioner* • *Risk Oversight Committee Member* • *Nomination and Remuneration Committee Member*	*Variable Fee: Meeting allowance – per meeting*	*IDR37,500,000*

*Subject to the Shareholders' approval for **Ordinary Resolutions 7** and **8**, the payment for the fees and benefits for the period commencing from the 69th AGM until next AGM will be made by the Company on a monthly basis and/or as and when incurred. The Board is of the view that the payments to the NEDs are just and equitable taking into account their roles, responsibilities, the contribution and services they render to the Company.*

In addition, the Directors and Officers of the Company and its subsidiaries (collectively as the "Group") are covered by Directors and Officers liability insurance for any liability incurred in the discharge of their duties, provided that they have not acted fraudulently or dishonestly or derived any personal profit or advantage. The insurance premium paid during the financial year for the Group and the Company amounted to RM1,477,410 (2024: RM1,555,167) and RM Nil (2024: RM Nil), respectively.

Please refer to the Notes to the Financial Statements for the amount of Directors' Remuneration at the Group and the Company, for the financial year ended 2025 comprising fees and benefits of RM8.13 million and RM4.48 million, respectively. The remuneration of each Director is set out in the Notes of the Financial Statement 2025.

Notice of Annual General Meeting

APPOINTMENT OF AUDITORS

13. *The Audit Committee ("AC"), at its meeting held on 26 November 2025 completed its annual assessment on the external auditors in accordance with CIMB's Guidelines for the Appointment/Re-appointment of External Auditors. In its assessment, the AC considered several factors before recommending the re-appointment of the external auditors, as follows:*
    - *(i) Level of knowledge, capabilities, experience and quality of previous work;*
    - *(ii) Level of engagement with the Board;*
    - *(iii) Ability to provide constructive observations and recommendations in areas requiring improvements;*
    - *(iv) Adequacy in audit coverage, effectiveness in planning and conduct of audit;*
    - *(v) Ability to perform audit work within agreed timeframe;*
    - *(vi) Non-audit services rendered by the external auditors did not impede independence; and*
    - *(vii) The external auditors demonstrated unbiased stance when interpreting standards/policies adopted by the Company.*

    *Being satisfied with PwC's performance in 2025, their technical competency and audit independence as well as fulfillment of criteria as set out in CIMB's Guidelines for the Appointment/Re-appointment of External Auditors, the AC recommended the appointment of PwC as external auditors for the financial year ending 31 December 2026. The Board, at its meeting held on 29 January 2026, approved the AC's recommendation for the re-appointment of PwC as external auditors of the Company for the financial year ending 31 December 2026. The Shareholders' Resolution is sought under **Ordinary Resolution 9**.*

AUTHORITY FOR DIRECTORS TO ALLOT AND ISSUE SHARES

14. ***Ordinary Resolution 10** is proposed for the purpose of renewing the general mandate for issuance of Shares by the Company under Section 76 of the Companies Act, 2016. If passed, it will give the Directors of the Company authority to issue ordinary shares in the Company at any time in their absolute discretion without the need to convene a general meeting. The authorisation, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM of the Company.*

    The general mandate, if granted, will provide flexibility to the Company for any possible fund-raising activities, including but not limited to further placing of shares, for the purpose of improving and/or restoring its capital position under stressed conditions and also for the purpose of funding future investment project(s), working capital and/or acquisition(s).

    The Company has not issued new shares pursuant to Section 76 of the Companies Act, 2016 under the general mandate sought at the 68th AGM held on 29 April 2025, which will lapse upon the conclusion of the forthcoming 69th AGM to be held on 29 April 2026.

AUTHORITY FOR DIRECTORS TO ALLOT AND ISSUE NEW ORDINARY SHARES IN RESPECT OF THE DIVIDEND REINVESTMENT SCHEME THAT PROVIDES THE SHAREHOLDERS OF THE COMPANY WITH THE OPTION TO ELECT TO REINVEST THEIR CASH DIVIDEND ENTITLEMENTS IN NEW ORDINARY SHARES IN THE COMPANY

15. *The proposed **Ordinary Resolution 11** will give authority to the Directors to allot and issue new ordinary shares in the Company in respect of the DRS, until the conclusion of the next AGM. A renewal of this authority will be sought at the subsequent AGM.*

    The general mandate, if granted will provide a capital management tool for the Company to preserve the Group's capital and at the same time, to provide Shareholders with the opportunity to reinvest their dividends in new shares in lieu of receiving cash.

AUTHORITY TO PURCHASE OWN SHARES

16. ***Ordinary Resolution 12**, if passed, will authorise the Directors to purchase CIMB Shares through Bursa Securities up to 10% of the issued and paid-up share capital of the Company. Details of the Proposed Shares Buy-Back are contained in the Statement Accompanying Notice of AGM.*

ABSTENTION FROM VOTING

17. *Any Director referred to in **Ordinary Resolutions 1, 2, 3, 4, 5** and **6** who is a Shareholder of the Company will abstain from voting on the resolutions in respect of his/her re-election at the 69th AGM.*

18. *All Directors who are Shareholders of the Company will abstain from voting on **Ordinary Resolutions 7** and **8** concerning Directors' remuneration at the 69th AGM.*

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 12.06(2) of the Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements)

A. PROPOSED RE-ELECTION OF DIRECTORS PURSUANT TO PARAGRAPH 8.27(2) OF BURSA SECURITIES MAIN MARKET LISTING REQUIREMENTS

The profiles of the Directors who are standing for re-election (as per Ordinary Resolutions 1 to 6 as stated in the Notice of Annual General Meeting) at the 69th Annual General Meeting ("AGM") of CIMB Group Holdings Berhad ("CIMB" or "the Company"), which will be held at the Grand Ballroom, First Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia ("Main Venue") and virtually by way of electronic means via Boardroom Share Registrars Sdn. Bhd. ("Boardroom")'s website ("Online Platform") on Wednesday, 29 April 2026 at 10.00 a.m. to transact the following businesses, with or without modifications, are set out in the Board of Directors' section on pages 132 to 142 of CIMB's Annual Report 2025.

Of the Directors standing for re-election, one (1) has a conflict of interest with a Shareholder; none have any family relationship with any other Director or major Shareholder of the Company.

The Directors standing for re-election have not been convicted of any offence within the past five (5) years nor have they been subjected to any public sanction or penalty imposed by any relevant regulatory bodies in 2025.

B. PROPOSED RENEWAL OF THE AUTHORITY FOR DIRECTORS TO ISSUE SHARES PURSUANT TO PARAGRAPH 6.03(3) OF BURSA SECURITIES MAIN MARKET LISTING REQUIREMENTS

The details of the proposed renewal of the authority for Directors to issue shares by the Company under Section 76 of the Companies Act, 2016, are set out in Explanatory Notes 14 of the Notice of the 69th AGM.

C. PROPOSED SHARES BUY-BACK PURSUANT TO PARAGRAPH 12.06(1) OF BURSA SECURITIES MAIN MARKET LISTING REQUIREMENTS

1. INTRODUCTION

1.1 RENEWAL OF AUTHORITY FOR CIMB TO PURCHASE ITS OWN SHARES (PROPOSED SHARES BUY-BACK)

At the 68th AGM of the Company held on 29 April 2025, the Company had obtained the Shareholders' approval to purchase its own shares as may be determined by the Board of Directors of the Company ("the Board") from time to time through Bursa Securities, upon such terms and conditions as the Board may deem fit and expedient in the interest of the Company, provided that the aggregate number of ordinary shares purchased and/or held does not exceed 10% of the total issued shares of the Company at any point in time and an amount not exceeding the total retained earnings of approximately RM1.105 billion based on the Audited Financial Statements of the Company for the financial year ended 31 December 2024.

The authority obtained by the Board for purchasing the Company's own shares in accordance with the Bursa Securities Main Market Listing Requirements governing shares buy-back by listed companies, will lapse at the conclusion of the forthcoming 69th AGM to be held on 29 April 2026, unless renewed by an ordinary resolution.

On 13 March 2026, the Company announced its intention to seek Shareholders' approval at the forthcoming 69th AGM, for the proposed renewal of the authority for the Company to purchase its own shares.

1.2 PURPOSE

The purpose of this Statement Accompanying Notice of Annual General Meeting ("Statement") is to provide relevant information on the Proposed Shares Buy-Back and to seek your approval for the ordinary resolution to renew the authority for the Company to purchase its own shares, to be tabled at the forthcoming 69th AGM. The Notice of 69th AGM together with the Proxy Form is set out herewith.

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 12.06(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

2. DETAILS OF THE PROPOSED SHARES BUY-BACK

The Board proposes to seek Shareholders' approval for a renewal of the authority to purchase and/or hold its own shares in aggregate of up to 10% of the issued shares of the Company at any point of time through Bursa Securities. Based on the issued shares of the Company as at 28 February 2026 of RM29,810,986,887 comprising 10,797,748,523 ordinary shares in the Company ("CIMB Shares"), a total of 1,079,774,852 CIMB Shares may be purchased by the Company pursuant to the Proposed Shares Buy-Back. The maximum number of shares that can be bought back under this authority will take into account the number of shares previously bought back and retained as treasury shares, if any.

Such authority, if approved, will be effective immediately upon passing of the ordinary resolution for the Proposed Shares Buy-Back until:

(i) the conclusion of the next AGM of CIMB in 2027 at which time such authority shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;

(ii) the expiration of the period within which the next AGM after that date is required by law to be held; or

(iii) revoked or varied by ordinary resolution passed by the Shareholders of the Company in a general meeting;

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

The Board proposes to allocate an amount of up to retained earnings of the Company for the purchase of its own shares subject to Section 127 of the Companies Act, 2016 (as may be amended, modified or re-enacted from time to time) and any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities at the time of the purchase (Prevailing Laws). The actual number of CIMB Shares to be purchased will depend on market conditions and sentiments of Bursa Securities as well as the retained earnings and financial resources available to the Company. The audited retained earnings of the Company as at 31 December 2025 was RM697 million.

CIMB may only purchase its own shares at a price which is not more than 15% above the weighted average market price for the past five (5) market days immediately preceding the date of the purchase(s). The Company may only re-sell the purchased shares held as treasury shares at a price which is (a) not less than the weighted average market price of CIMB Shares for the five (5) market days immediately preceding the date of re-sale or (b) at a discounted price of not more than 5% to the weighted average market price of CIMB Shares for the five (5) market days immediately prior to the re-sale, provided that the re-sale takes place not earlier than 30 days from the date of purchase and the re-sale price is not less than the cost of purchase of the CIMB Shares being re-sold. The Company shall, upon each purchase or re-sale of shares bought back, make the necessary announcements through Bursa Securities.

The Proposed Shares Buy-Back will allow the Board to exercise the power of the Company to purchase its own shares at any time within the abovementioned time period using internally generated funds and/or external borrowings. The amount of internally generated funds and/or external borrowings to be utilised will only be determined at a later date, depending on the availability of internally generated funds, actual number of CIMB Shares to be purchased, the anticipated future cash flows of the Group and other cost factors.

The CIMB Shares purchased and held as treasury shares may be distributed as share dividends, re-sold on Bursa Securities in accordance with the relevant rules of Bursa Securities, cancelled or continue to be retained as treasury shares. The decision whether to retain the purchased shares as treasury shares, to cancel the shares purchased, distribute the treasury shares as share dividends and/or re-sell the treasury shares on Bursa Securities will be made by the Board at the appropriate time.

The distribution of treasury shares as share dividends may be applied as a reduction of the retained profits of the Company. The treatment of the purchased shares held as treasury shares, this being to distribute as share dividends or to re-sell on Bursa Securities or both will in turn, depend on the availability of, amongst others, retained profits of the Company.

While the purchased shares are held as treasury shares, the rights attached to them as to voting, dividends and participation in any other distributions or otherwise are suspended and the treasury shares shall not be taken into account in calculating the number of percentage of shares or of a class of shares in the Company for any purposes including, without limiting the generality of the provision of Section 127 of

the Companies Act, 2016, the provision of any laws or requirements of the Constitution of the Company or Bursa Securities Main Market Listing Requirements governing substantial shareholding, takeovers, notices, the requisitioning of meetings, quorum for a meeting and the result of a vote on a resolution at a meeting.

The Proposed Shares Buy-Back will be carried out in accordance with the Prevailing Laws at the time of the purchase including compliance with the public shareholding spread as required by Bursa Securities Main Market Listing Requirements.

The public shareholding spread of the Company before and after the Proposed Shares Buy-Back is as follows:

	Before the Proposed Shares Buy-Back	After the Proposed Shares Buy-Back
Public shareholding spread	53.75%*1	48.63%*2

Notes:

*1 *As at 28 February 2026.*

*2 *Based on the assumption that:*

(i) the Proposed Shares Buy-Back involves the aggregate purchase of 1,079,774,852 CIMB Shares (being 10% of issued shares of the Company as at 28 February 2026) which are to be retained as treasury shares; and

(ii) the number of CIMB Shares held by the Directors of CIMB, the substantial Shareholders of CIMB and person connected to them remain unchanged.

3. RATIONALE FOR THE PROPOSED SHARES BUY-BACK

The Proposed Shares Buy-Back will enable CIMB to utilise its surplus financial resources to buy-back CIMB Shares. The increase in Earnings Per Share, if any, arising from the Proposed Shares Buy-Back is expected to benefit the Shareholders of the Company.

The purchased shares can be held as treasury shares and re-sold on Bursa Securities to realise potential gain without affecting the total issued shares of the Company. The distribution of the treasury shares as share dividends may also serve to reward the Shareholders of the Company.

4. EVALUATION OF THE PROPOSED SHARES BUY-BACK

4.1 ADVANTAGES

The potential advantages of the Proposed Shares Buy-Back are as follows:

(i) allow the Company to take preventive measures against excessive speculation, in particular when the Company's shares are undervalued;

(ii) allow the Company more flexibility in fine-tuning its capital structure;

(iii) the resultant reduction of share capital base is expected to improve the Earnings Per share and may strengthen the net tangible assets of the remaining shares as well as the probability of declaring a higher quantum of dividend in the future;

(iv) to stabilise a downward trend of the market price of the Company's shares;

(v) treasury shares can be treated as long-term investments. It makes business sense to invest in the Company's own shares as the Board is confident with CIMB's future prospects and performance in the long term; and

(vi) if the treasury shares are distributed as dividend by the Company, it may then serve to reward the Shareholders of the Company.

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 12.06(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

4.2 DISADVANTAGES

The potential disadvantages of the Proposed Shares Buy-Back are as follows:

(i) the purchases can only be made out of distributable reserves resulting in a reduction of the amount available for distribution as dividends and bonus issues to Shareholders; and

(ii) the purchases of existing shares involve cash outflow from the Company which may otherwise be retained and used for the businesses of the Company.

Nevertheless, the Board will be mindful of the interests of the Company and its Shareholders in exercising the authority to purchase its own shares.

5. EFFECTS OF THE PROPOSED SHARES BUY-BACK

Assuming that the Company buys back up to 1,079,774,852 CIMB Shares representing 10% of its issued shares as at 28 February 2026 and such shares purchased are cancelled or alternatively be retained as treasury shares or both, the effects of the Proposed Shares Buy-Back on the share capital, net tangible assets, working capital, earnings and substantial Shareholders' and Directors' shareholdings are as set out below:

5.1 SHARE CAPITAL

In the event that all CIMB Shares purchased are cancelled, the Proposed Shares Buy-Back will result in the issued shares of CIMB as at 28 February 2026 to be reduced from RM29,810,986,887comprising 10,797,748,523 CIMB Shares to RM26,829,888,198 comprising 9,717,973,671 CIMB Shares. However, it is not expected to have any effect on the issued shares if all CIMB Shares purchased are to be retained as treasury shares.

The effects of the Proposed Shares Buy-Back on the issued shares of CIMB are illustrated below:

	As Per Audited Financial Statement as at 31 December 2025	As at 28 February 2026	After Share Purchase and Cancellation*[1]
Issued shares	RM28,805,019,684	RM29,810,986,887	RM26,829,888,198

Note:

*[1] *Assuming up to 10% of the issued shares of CIMB or 1,079,774,852 CIMB Shares are purchased and cancelled.*

5.2 NET ASSET AND WORKING CAPITAL

The effects of the Proposed Shares Buy-Back on the net assets per share of CIMB are dependent on the purchase prices of CIMB Shares and the effective funding cost or loss in interest income to CIMB.

If all CIMB Shares purchased are to be cancelled or retained as treasury shares, the Proposed Shares Buy-Back will reduce the net assets per share when the purchase price exceeds the net assets per share at the relevant point in time. On the contrary, the net assets per share will be increased when the purchase price is less than the net assets per share at the relevant point in time.

The Proposed Shares Buy-Back will reduce the working capital of CIMB, the quantum of which will depend on the amount of financial resources to be utilised for the purchase of CIMB Shares.

5.3 EARNINGS PER SHARE

The effects of the Proposed Shares Buy-Back on the Earnings Per Share of CIMB are dependent on the purchase prices of CIMB Shares and the effective funding cost or loss in interest income to CIMB.

5.4 SUBSTANTIAL SHAREHOLDERS' AND DIRECTORS' SHAREHOLDINGS

The effects of the Proposed Shares Buy-Back on the Substantial Shareholders' and Directors' Shareholdings based on the Register of Substantial Shareholders and the Register of Directors' Shareholdings respectively as at 28 February 2026 are as follows:

Substantial Shareholders	No. of CIMB Shares Held							
	Before the Proposed Shares Buy-Back*1				After the Proposed Shares Buy-Back*2			
	Direct	%	Indirect	%	Direct	%	Indirect	%
Khazanah Nasional Berhad	2,311,306,861	21.41	–	–	2,311,306,861	23.78	–	–
Employees Provident Fund Board	1,993,804,708*3	18.47	–	–	1,993,804,708*3	20.52	–	–
Kumpulan Wang Persaraan (Diperbadankan)	687,293,693	6.37	–	–	687,293,693	7.07	–	–

Notes:
*1 *Adjusted for the number of treasury shares held as at 28 February 2026.*
*2 *Assuming that 10% of the issued shares is purchased and retained as treasury shares.*
*3 *Includes shares held through nominees.*

Directors	Before the Proposed Shares Buy-Back*1		After the Proposed Shares Buy-Back*2	
	No. of CIMB Shares Held	%	No. of CIMB Shares Held	%
Dato' Lee Kok Kwan*4	481,208*4	0.00*3	481,208*4	0.00*3
En. Didi Syafruddin Yahya*5	46,791*5	0.00*3	46,791*5	0.00*3
En. Novan Amirudin	673,720*6	0.00*3	673,720*6	0.00*3

Notes:
*1 *Adjusted for the number of treasury shares held as at 28 February 2026.*
*2 *Assuming 10% of the issued shares is purchased and retained as treasury shares.*
*3 *Less than 0.1%.*
*4 *Includes the shareholdings of his spouse.*
*5 *Shareholdings of his spouse.*
*6 *Includes unvested EOP shares not subject to performance measures.*

Save as disclosed above, none of the Directors, substantial Shareholders, and persons connected to the Directors and/or substantial Shareholders held any CIMB Shares.

6. APPROVAL REQUIRED

The Proposed Shares Buy-Back is conditional upon the approval of the Shareholders of CIMB at the forthcoming 69th AGM.

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 12.06(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

7. SHARE PRICES*[1]

The monthly highest and lowest prices per share of CIMB Shares traded on Bursa Securities for the last twelve months from March 2025 to 28 February 2026 are as follows:

	High (RM)	Low (RM)
2025	7.27	6.77
March	7.51	6.56
April	6.89	6.13
May	7.06	6.61
June	6.66	6.35
July	6.55	6.27
August	7.24	6.52
September	7.31	6.91
October	7.61	7.14
November	7.58	7.36
December	8.25	7.75

	High (RM)	Low (RM)
2026		
January	8.95	7.99
February	8.59	8.04

Note:
*[1] *Based on the actual share price.*

8. PURCHASES, RESALE AND CANCELLATION OF TREASURY SHARES MADE DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

During the financial year ended 31 December 2025, the Company did not buy back any of its issued share capital from the open market.

9. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS

None of the Directors, substantial Shareholders and/or persons connected to the Directors or substantial Shareholders of the Company have any interest, direct or indirect in the Proposed Shares Buy-Back or the re-sale of treasury shares.

10. MALAYSIAN CODE ON TAKE-OVERS AND MERGERS 2016 ("CODE")

The Proposed Shares Buy-Back if carried out in full (whether shares are cancelled or treated as treasury shares) may result in a substantial Shareholder and/or parties acting in concert with it incurring a mandatory general offer obligation. In this respect, the Board is mindful of any implications arising from the Proposed Shares Buy-Back under the provision of the Code.

11. STATEMENT BY BURSA SECURITIES

Bursa Securities takes no responsibility for the contents of this Statement, makes no representation as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this Statement.

12. DIRECTORS' RESPONSIBILITY STATEMENT

This Statement has been seen and approved by the Board, who had collectively and individually accept full responsibility for the accuracy of the information contained herein and confirm that, after making all reasonable enquiries and to the best of their knowledge and belief, there are no other facts, the omission of which would make any statement herein misleading.

13. DIRECTORS' RECOMMENDATION

In the event of any doubt as to the course of action to be taken, please consult appropriate independent advisers immediately.

After having considered all aspects of the Proposed Shares Buy-Back, the Board is of the opinion that the Proposed Shares Buy-Back is in the best interest of the Company. Accordingly, it is recommended to vote in favour of the ordinary resolution for the Proposed Shares Buy-Back to be tabled at the forthcoming 69th AGM.

14. DOCUMENTS AVAILABLE FOR INSPECTION

Copies of the following documents are available for inspection at the registered office of the Company at Level 13, Menara CIMB, Jalan Stesen Sentral 2, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia, during normal business hours from Monday to Friday (except public holidays) from the date hereof up to the time stipulated for the holding of the AGM:

i. The Constitution of the Company;

ii. The audited consolidated financial statements of the Company for the financial years ended 31 December 2024 and 31 December 2025;

iii. The latest available unaudited consolidated condensed interim financial statements of the Company for the financial year ended 31 December 2025, which was announced on 27 February 2026; and

iv. Other related documents which are referred to in this Statement.

Administrative Details for 69th Annual General Meeting of CIMB Group Holdings Berhad

The Board of Directors of CIMB Group Holdings Berhad ("Board") has agreed that the 69th Annual General Meeting ("AGM") of CIMB Group Holdings Berhad ("CIMB" or "the Company") shall be conducted on a hybrid mode on the date, time and venue, as follows:

Date	Wednesday, 29 April 2026
Time	10.00 a.m.
Main Venue	Grand Ballroom, First Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia
Online Platform	https://meeting.boardroomlimited.my
Mode of Communication	1) Questions can be posed to the Board via real-time submission of typed texts at https://meeting.boardroomlimited.my during live streaming of the AGM. The messaging window facility will be opened concurrently with the Online Platform, i.e. two (2) hours and 30 minutes before the AGM, which is from 7.30 a.m. on Wednesday, 29 April 2026. 2) Shareholders may submit questions in advance on the AGM resolutions and Annual Report 2025 commencing from Monday, 30 March 2026 and in any event no later than Wednesday, 22 April 2026 at 5.00 p.m., via Boardroom's website at https://investor.boardroomlimited.com using the same user ID and password provided in Step 2 below, and select "**SUBMIT QUESTION**" to pose questions ("Pre-AGM Meeting Questions").

VOTING PROCEDURE

1. The voting procedure will be conducted by poll in accordance with Paragraph 8.29A of Bursa Malaysia Securities Berhad ("Bursa Malaysia") Main Market Listing Requirements. The Company has appointed Boardroom Share Registrars Sdn. Bhd. ("Boardroom") as Poll Administrator to conduct the poll by way of electronic voting ("e-voting") and SKY Corporate Services Sdn. Bhd. as Scrutineers to verify and validate the poll results.

2. For the purposes of this AGM, e-voting will be carried out via the following voting devices:
   a. Personal smart mobile phones, tablets or Laptops

3. There are two (2) methods for members and proxies who wish to use their personal voting device to vote. The methods are as follows:
   a. Use QR Scanner Code given in the email to you; OR
   b. Go to the website URL at https://meeting.boardroomlimited.my

4. The polling will only commence after the announcement of poll being opened by the Chairman and until such time when the Chairman announces the closure of poll.

5. The Scrutineers will verify the poll result reports upon closing of the poll session by the Chairman and the Chairman will declare whether the resolutions put to vote were successfully carried or not.

6. You must ensure that you are connected to the internet at all times in order to participate and vote remotely when the AGM has commenced. Therefore, it is your responsibility to ensure that connectivity for the duration of the AGM is maintained. Kindly note that the quality of the connectivity to Online Platform for live webcast as well as for remote online voting is dependent on the bandwidth and stability of the internet connection at the location of the remote participants.

REGISTRATION FOR ATTENDANCE AT THE AGM

Shareholders who wish to participate the AGM virtually are required to register online from Friday, 27 March 2026 until the day of the AGM on Wednesday, 29 April 2026 at https://investor.boardroomlimited.com. For shareholders who wish to attend in-person, kindly present your original NRIC/passport at the registration counter on the meeting day. Refer to below Table 2, Step 3 for details.

Administrative Details for 69th Annual General Meeting of CIMB Group Holdings Berhad

ONLINE REGISTRATION PROCEDURE

7. Please note that the Remote Participation and Electronic Voting ("RPEV") facilities are available to **(i) Individual Members; (ii) Corporate Shareholders; (iii) Authorised Nominee; and (iv) Exempt Authorised Nominee shall use the RPEV facilities to participate and vote remotely at the AGM**.

8. If you choose to participate in the meeting online, you will be able to view a live webcast of the AGM, ask questions and submit your votes in real-time whilst the meeting is in progress.

9. Kindly follow the steps under Table 1 below on how to request for user ID and password.

Table 1

Procedure	Action
BEFORE THE AGM	
Step 1 **– Register Online with Boardroom Smart Investor Portal ("BSIP") (for first time registration only)** *[Note: If you have already signed up with BSIP, you are not required to register again. You may proceed to Step 2 to submit your request for Remote Participation user ID and password.]*	a. Access BSIP website at https://investor.boardroomlimited.com. b. Click **<<Register>>** to sign up as a user. c. Please select the correct account type i.e. sign up as "Shareholder" or "Corporate Holder". d. Complete the registration with all required information. Upload a softcopy of your or representative's NRIC (front and back) or Passport. e. For Corporate Holder, kindly upload the authorisation letter as well. Click "**Sign Up**". f. You will receive an email from Boardroom for email address verification. Click "**Verify Email Address**" from the email received to continue with the registration. g. Once your email address is verified, you will be re-directed to BSIP for verification of mobile number. Click "**Request OTP Code**" and an OTP Code will be sent to the registered mobile number. You will need to enter the OTP Code and click "**Enter**" to complete the process. h. Your registration will be verified and approved within one (1) business day and email notification will be provided to you.
Step 2 **– Submit Request for Remote Participation User ID and Password**	a. Login to https://investor.boardroomlimited.com using your user ID and password from Step 1 above. b. Select "**CIMB GROUP HOLDINGS BERHAD 69TH AGM**" from the list of Meeting Event(s) and click "**Enter"**. c. Click on "**Register for RPEV**". d. Read and agree to the Terms & Conditions and click "**Next**". e. Enter your CDS Account Number and thereafter submit your request. f. You will receive notification from Boardroom that your request(s) has been received and is being verified. g. Upon system verification against the General Meeting Record of Depositors of the AGM as at Wednesday, 22 April 2026 you will receive an email from Boardroom either approving or rejecting your registration for remote participation. h. If your registration is approved, you will also receive your remote access user ID and password in the same email from Boardroom after the closing date.

Procedure	Action
To Appoint Proxy	**For Individual Shareholders** a. Login to https://investor.boardroomlimited.com using your user ID and password from Step 1 above. b. Select "**CIMB GROUP HOLDINGS BERHAD 69TH AGM**" from the list of Meeting Event(s) and click "**Enter**". c. Click on "**Submit eProxy Form**". d. Select the company you would like to represent (applicable to Corporate Shareholder that represent more than one company only). e. Enter your CDS Account Number and number of securities held. f. Select your proxy – either the Chairman of the meeting or individual named proxy(ies). g. Read and accept the General Terms and Conditions by clicking "**Next**". h. Enter the required particulars of your proxy(ies). i. Indicate your voting instructions - "**FOR**" or "**AGAINST**", otherwise your proxy will decide your vote. j. Click "**Apply**". k. Download or print the eProxy form as acknowledgment. **For Corporate Shareholders/Authorised Nominee/Exempt Authorised Nominee *(via BSIP)*** a. Login to https://investor.boardroomlimited.com using your user ID and password from Step 1 above. b. Select "**CIMB GROUP HOLDINGS BERHAD 69TH AGM**" from the list of Meeting Event(s) and click "**Enter**". c. Click on "**Submit eProxy Form**". d. Select the company you would like to represent (if more than one). e. Proceed to download the file format for "**Submission of Proxy Form**" from BSIP. f. Prepare the file for the appointment of proxies by inserting the required data. g. Proceed to upload the duly completed proxy appointment file. h. Review and confirm your proxy appointment and click "**Submit**". i. Download or print the eProxy form as acknowledgement. **For Corporate Shareholders/Authorised Nominee/Exempt Authorised Nominee *(via email)*** a. To submit the request, deposit the original hardcopy to Boardroom and write in to Boardroom at bsr.proxy@boardroomlimited.com by providing softcopy of the Certificate of Appointment of Corporate Representative or Proxy Form, the name of shareholder and CDS Account Number. b. Please provide a copy of the Corporate Representative's NRIC (front and back) or Passport as well as his/her email address.

Administrative Details for 69th Annual General Meeting of CIMB Group Holdings Berhad

Table 2

Procedure	Action	
ON THE AGM DAY (WEDNESDAY, 29 APRIL 2026)		
Step 3 – Login to Online Platform *[Please note that the quality of the connectivity to Online Platform for the live web cast as well as for remote online voting is highly dependent on the bandwidth and the stability of the internet connectivity available at the location of the remote users.]*	**Physical Meeting** a. Registration will commence starting at 7.30 a.m. at the Main Venue. b. Please present your original NRIC or Passport to the registration staff for verification against the attendance list. c. Please take note that no person will be allowed to register using NRIC or Passport that belongs to another person. d. You will be given a wristband upon successful registration and only person wearing the wristband are allowed to enter the Main Venue.	**Virtual Meeting** a. The Online Platform will be opened for login starting two (2) hours and 30 minutes before the commencement of AGM at 10.00 a.m. on Wednesday, 29 April 2026. b. Follow the steps given to you in the email along with your remote access user ID and password to login to the Online Platform (Refer to Step 2 above). c. The steps will also guide you on how to view live web cast, ask questions and vote. d. The live web cast will end and the Messaging window will be disabled once the Chairman announces the closure of the AGM. e. You can now logout from Online Platform.

If you have registered to participate the AGM virtually and wish to switch to attend the AGM physically, kindly proceed to the Helpdesk counter on the meeting day.

PARTICIPATION THROUGH LIVE WEBCAST, QUESTION AND VOTING AT THE AGM

1. The Chairman and the Board will endeavour their best to respond to the questions submitted by shareholders which are related to the resolutions to be tabled at the AGM, as well as financial performance/prospect of the Company.

2. All modes of communications are accepted for the purpose of posting questions to the Chairman and Board before or during the AGM. Shareholders are however encouraged to post questions via the online platform during the AGM.

3. Shareholders may proceed to cast votes on each of the proposed resolutions, to be tabled at the AGM, after the Chairman has opened the poll on the resolutions. Shareholders are reminded to cast their votes before the poll is closed.

4. Shareholders who participate in the AGM are able to view the Company's presentation or slides via the live webcast.

ENTITLEMENT TO PARTICIPATE AND VOTE

In respect of deposited securities, only members whose names appear in the Record of Depositors on **Wednesday, 22 April 2026** (General Meeting Record of Depositors) shall be eligible to participate in the AGM or appoint proxy(ies) to participate and/or vote on his/her behalf.

PROXY FORM

1. You may download the Proxy Form(s) from our website at https://www.cimb.com/en/investor-relations/annual-reports.html.

2. If you are unable to attend the online AGM and wish to appoint the Chairman of the AGM as your proxy to vote on your behalf, please deposit your Proxy Form at the office of the Company's share registrar, Boardroom Share Registrars Sdn. Bhd. at **11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan** no later than 10.00 a.m. on Tuesday, 28 April 2026 (24 hours before the AGM). Any alteration to the Proxy Form must be initialed.

3. Alternatively, the proxy appointment may also be lodged electronically at https://investor.boardroomlimited.com, available to all individual shareholders no later than 10.00 a.m. on Tuesday, 28 April 2026 (24 hours before the AGM). For further information, kindly refer to the "**Step 2 – To Appoint Proxy**" above.

4. **If you wish to participate in the AGM yourself, please do not submit any Proxy Form for the AGM. You will not be allowed to participate in the AGM together with a proxy appointed by you.**

REVOCATION OF PROXY

If you have submitted your Proxy Form(s) and subsequently decide to appoint another person or wish to participate in our electronic AGM by yourself, please write in to bsr.proxy@boardroomlimited.com to revoke the earlier appointed proxy 24 hours before the meeting.

RECORDING OR PHOTOGRAPHY AT THE ONLINE AGM

No recording or photography of the AGM proceeding is allowed without the prior written permission of the Company.

ANNUAL REPORT 2025

1. As part of our dedicated commitment to sustainable practices, the Annual Report 2025 can be downloaded from our website at https://www.cimb.com/en/investor-relations/annual-reports.html and also at Bursa Malaysia website under "Company Announcements".

2. In line with our commitment to environmental sustainability, we have significantly reduced the number of printed copies of the Annual Report 2025 and strongly encourage shareholders to access the digital version which is available online. Limited printed copies, however, will still be available during the meeting for those who require them.

PERSONAL DATA PRIVACY

By registering for the remote participation and electronic voting meeting and/or submitting the instrument appointing a proxy(ies) and/or representative(s), the member of the Company has consented to the use of such data for purposes of processing and administration by the Company (or its agents); and to comply with any laws, listing rules, regulations and/or guidelines. The member agrees that he/she will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the shareholder's breach of warranty.

ENQUIRY

If you have general administrative enquiries on the AGM, please contact the following during office hours:

Boardroom Share Registrars Sdn Bhd

Office Helpdesk	:	+603 7890 4700
En. Mohamed Sophiee Ahmad Nawawi	:	+603 7890 4716
Pn. Rozleen Monzali	:	+603 7890 4739
Pn. Noruzaimah Md Taib	:	+603 7890 4722
Fax No.	:	+603 7890 4670

E-mail : bsr.helpdesk@boardroomlimited.com
: mohamed.sophiee@boardroomlimited.com
: rozleen.monzali@boardroomlimited.com
: noruzaimah.taib@boardroomlimited.com

CIMB

Datin Rossaya Mohd Nashir, Group Company Secretary
Pn. Azrina Mohd Azmi

Telephone	:	+603 2261 0085
Fax No.	:	+603 2261 0099
Email	:	cimbagm@cimb.com

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Proxy Form

Number of shares held	CDS Account No. of the Authorised Nominee*

**Applicable to shares held through a nominee account*

CIMB Group Holdings Berhad
195601000197 (50841-W)
(Incorporated in Malaysia)

I/We _____
(name of shareholder as per NRIC No./Passport No. in capital letters)

NRIC No./Passport No./Company No. _____ (new) _____ (old)

of _____

_____ being a member of CIMB Group Holdings Berhad ("CIMB" or "the Company"), hereby appoint:
(full address, telephone/mobile phone no. and e-mail address)

		Proportion of Shareholdings to be Represented	
Full Name (in capital letters)			
NRIC No./Passport No.		**No. of shares**	**%**
Full Address			
E-mail Address			
Telephone			

and

		Proportion of Shareholdings to be Represented	
Full Name (in capital letters)			
NRIC No./Passport No.		**No. of shares**	**%**
Full Address			
E-mail Address			
Telephone			

or failing whom, the Chairman of the Meeting as my/our proxy to vote for me/us on my/our behalf at the 69th Annual General Meeting ("AGM") of the Company to be held at the Grand Ballroom, First Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia ("Main Venue") and virtually by way of electronic means via Boardroom Share Registrars Sdn. Bhd. ("Boardroom")'s website ("Online Platform") on Wednesday, 29 April 2026 at 10.00 a.m. or at any adjournment thereof. My/our proxy is to vote as indicated below:

Resolutions		For*	Against*
1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 and the Reports of the Directors and Auditors thereon.			
2. To re-elect the following Directors who retire pursuant to Article 81 of the Company's Constitution: 2.1 Dato' Lee Kok Kwan 2.2 Ms. Ho Yuet Mee 2.3 Datin Azlina Mahmad	 Resolution 1 Resolution 2 Resolution 3		
3. To re-elect the following Directors who retire pursuant to Article 88 of the Company's Constitution: 3.1 Datuk Syed Zaid Albar 3.2 Mr. Selvendran Katheerayson 3.3 Pn. Yasmin Aladad Khan	 Resolution 4 Resolution 5 Resolution 6		
4. To approve the payment of Non-Executive Directors ("NEDs")' fees for the period from the 69th AGM until the next AGM of the Company.	Resolution 7		
5. To approve the payment of allowances and benefits payable to NEDs of the Company up to an amount of RM3,895,000 from the 69th AGM until the next AGM of the Company.	Resolution 8		
6. To re-appoint Messrs. PricewaterhouseCoopers ("PwC") as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Board of Directors to fix their remuneration.	Resolution 9		
7. Proposed Renewal of the Authority for Directors to Allot and Issue Shares.	Resolution 10		
8. Proposed Renewal of the Authority for Directors to Allot and Issue New Ordinary Shares in the Company ("CIMB Shares") in Relation to the Dividend Reinvestment Scheme that provides the Shareholders of the Company with the Option to Elect to Reinvest Their Cash Dividend Entitlements in New Ordinary Shares in the Company ("DRS").	Resolution 11		
9. Proposed Renewal of the Authority to Purchase Own Shares.	Resolution 12		
10. To transact any other business of which due notice shall have been duly given in accordance with the Companies Act, 2016.			

** Please indicate with an "X" how you wish your vote to be cast. (Unless otherwise instructed, the proxy may vote as he thinks fit.)*

As Witness my hand this _____ day of _____

No. of Shares Held: _____

_____
Signature of Member(s)

NOTES:

1. *Section 334 of the Companies Act, 2016 provides that a member of a company shall be entitled to appoint another person or persons as his/her proxy or proxies to exercise all or any of his rights to attend, participate, speak and vote at a meeting of members of the company. A proxy may, but need not, be a member of the company. A member may appoint any person to be his/her proxy without any restriction as to the qualification of such person.*
2. *Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy. A member shall be entitled to appoint only one (1) proxy unless he/she has more than 1,000 shares in which case he/she may appoint up to five (5) proxies provided each proxy appointed shall represent at least 1,000 shares.*
3. *This instrument duly completed must be deposited at the Registrar's office at Boardroom Share Registrars Sdn. Bhd. 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia, not less than twenty-four (24) hours before the time appointed for holding the meeting which is no later than 10.00 a.m. (Tuesday, 28 April 2026).*
4. *The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing or if such appointer is a corporation, under its Seal or the hand of its attorney.*
5. *For the purpose of determining a member who shall be entitled to attend the 69th Annual General Meeting, the Company shall request Bursa Malaysia Depository Sdn. Bhd. in accordance with Article 59(c) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991 to issue a Record of Depositors as at 22 April 2026. Only a depositor whose name appears on the Record of Depositors as of 22 April 2026 shall be entitled to attend the said meeting or appoint proxies to attend, participate, speak and/or vote on his/her behalf.*

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AFFIX STAMP

The Share Registrars
BOARDROOM SHARE REGISTRARS SDN. BHD. **(1996010006647(378993-D))**

11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor, Malaysia

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