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CUSTOMERS AND SOCIETY

Sustainability
Report
2025

 **CIMB THAI**
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Welcome to the Sustainability Report of CIMB Thai Bank PCL.

CIMB Thai Bank PCL. has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.

We have taken conscious efforts to manage and minimize the environmental impact of our Sustainability Report and related processes. This Sustainability Report is available in digital format as part of our commitment to reduce paper consumption. The Food and Agriculture Organization of the United Nations (UN FAO) reported that the world lost a net forest area of 178 million hectares—considerably larger than the combined area of Thailand and Cambodia—over the 30 years from 1990 to 2020. While we transition to digital solutions, we also recognize that digital infrastructure contributes significantly to global energy consumption.

We encourage our stakeholders to practice sustainable habits both in paper and digital consumption by downloading reports only when necessary and storing files efficiently. Together, let's embrace responsible resource use in our journey toward environmental stewardship.

View our Sustainability Report and other information about CIMB Thai Bank PCL. at www.cimbthai.com

Contents

Part 1	Message from Our Board Chairman	3
	Messages from Our President and Chief Executive Officer	5
	Special Message from Our Board Champion	7
	Voices of CIMB Thai's Everyday Champions	9
Part 2	Thailand's Sustainability Highlights	14
Part 3	CIMB Thai at a Glance	17
	CIMB Thai's Sustainability Strategy and Approach	29
Part 4	About CIMB Thai's Sustainability Report	40
Part 5	Governing Sustainability: Oversight & Risk Resilience	44
Part 6	Delivering Sustainable Value: Responsible Finance, Products & Client Solutions	62
Part 7	Managing Our Impacts: Responsible Operations & Workplace Practices	82
Part 8	Building Trust in Practice: Engagement, Partnerships & Advocacy	102
Part 9	Appendix 1: GRI Content Index	119
	Appendix 2: External Assurance Certificate 2025	123
	Appendix 3: Renewable Energy Certificates and Carbon Credit Cancellation 2025	125
	Appendix 4: Other ESG Data	127



Message from our Chairman of the Board of Directors



Dear Valued Stakeholders,

On behalf of the Board of Directors, I am pleased to present CIMB Thai Bank Public Company Limited's Sustainability Report for the reporting period 1 January 2025 to 31 December 2025 (FY2025). This report reflects our progress and priorities during the year, and our continued commitment to responsible banking, grounded in disciplined governance, long-term value creation, and stakeholder trust.

FY2025 was a year in which expectations for sustainability performance and transparency continued to rise across the financial sector. Regulators, investors, customers, and communities increasingly expect banks to demonstrate how sustainability and climate considerations are embedded into decision making in all strategic and operational layers. The Board recognises that these expectations are not separate from business performance, and they are increasingly central to resilience, competitiveness, and trust.

The Board's stewardship remains committed to ensuring that sustainability is integrated within CIMB Thai's existing governance architecture and oversight mechanisms. Throughout FY2025, we continued to strengthen "tone from the top", reinforcing accountability, ethical conduct, and transparency so that sustainability priorities are addressed with the same rigour as any other strategic or risk agenda. Our objective is clear: to enable a bank that is resilient, well governed, and trusted—while supporting sustainable outcomes for customers and the broader economy.

In March 2025, CIMB Group launched Forward30, a six-year roadmap to 2030 anchored on the four levers of Capital, Cash, Cross-sell, and Capabilities, with sustainability positioned as a core strategic pillar. CIMB Thai remained focused on translating this strategic direction into local execution – strengthening capabilities, embedding consistent governance discipline, and supporting the real economy through responsible banking.



While sustainability is a long-term journey, FY2025 represented continued progress in strengthening the foundations that support credible delivery:

- **Governance and discipline:** We strengthened management processes, oversight procedures, and internal alignment so sustainability initiatives are executed with clear ownership and measurable accountability.
- **Market and customer relevance:** We enhanced our sustainability proposition to support customers' evolving needs, including transition-related expectations and sustainable finance requirements, while maintaining prudent risk management.
- **Disclosure readiness:** We continued advancing our disclosure and reporting capabilities in response to rising expectations for decision useful sustainability information, supported by stronger data governance and internal controls.

The sustainability landscape will continue to evolve rapidly, including the development of standards, taxonomies, and disclosure expectations. The Board remains committed to guiding CIMB Thai through this environment with clarity and discipline, directing the management to deliver responsibly, improve transparency, and build long-term value for stakeholders.

On behalf of the Board, I would like to express my sincere appreciation to our employees for their commitment and professionalism, and to our customers, shareholders, regulators, and partners for your continued trust and support. Together, we will continue strengthening CIMB Thai's role as a responsible financial institution which is focused on resilience, integrity, and sustainable progress.

**Tengku Dato' Sri Azmil Zahrudin
bin Raja Abdul Aziz**

Chairman of the Board of Directors



Messages from Our President and Chief Executive Officer

Dear Valued Stakeholders,

I am pleased to share CIMB Thai Bank's Sustainability Report for the reporting period 1 January 2025 to 31 December 2025 (FY2025). This report outlines our progress over the year as we continued to strengthen the Bank's resilience, uphold stakeholder trust, and take practical actions that support our customers, communities, and the broader Thai economy.

FY2025 was also a significant year for me personally, as I assumed the role of President and Chief Executive Officer in April 2025. I am grateful for the trust placed in me and for the strong support from our Board, colleagues, and stakeholders. Throughout the year, our focus remained consistent: to deliver sustainable performance with discipline-grounded in integrity, robust risk management and responsible banking.

A changing landscape: rising expectations from regulators, investors, and society

In FY2025, expectations around sustainability continued to rise for financial institutions. Stakeholders, especially regulators, increasingly expect banks to demonstrate how environmental and climate considerations are embedded into governance, strategy, risk management, and disclosures, when managing its sustainability impacts, risks and opportunities (IRO). In Thailand, this includes growing emphasis on taxonomy-based approaches and disclosure readiness, and the need for banks to support credible transition pathways in the real economy.

For CIMB Thai, these expectations matter because our role extends beyond providing financial services. We have a responsibility to support inclusive growth and responsible transition, while safeguarding the Bank's resilience and the confidence of our stakeholders.



CIMB Group direction: Forward30 and long-term commitments

In March 2025, CIMB Group launched Forward30, a roadmap to 2030 anchored on four strategic levers - Capital, Cash, Cross-sell, and Capabilities, to strengthen competitiveness and future proof the organisation. Sustainability is a core strategic pillar within this direction. During FY2025, CIMB Thai aligned our priorities to this trajectory through strengthening capabilities, refining execution discipline, and ensuring sustainability remains embedded in how we operate and provide financial services.

FY2025 progress: strengthening foundations and accelerating execution

Across FY2025, CIMB Thai focused on practical progress in three broad areas:

1) Supporting sustainable finance and customer transition

Our impact is amplified when we enable customers to pursue sustainable and transition outcomes responsibly. During FY2025, we continued enhancing sustainable finance capability and market discipline, supporting products, frameworks, and transparency approaches that strengthen credibility and customer relevance, while maintaining prudent risk management. The Bank has launched its flagship Sustainability360 Advisory Program to meet the expectations of the Bank of Thailand's "Financing the Transition" journey, and to enable our customers to capture wider opportunities in a sustainable and low-carbon economy.

2) Advancing sustainability and climate governance

Governance remains fundamental to CIMB Thai's identity as a responsible financial institution. In FY2025, we continued reinforcing a culture of integrity, transparency, and disciplined risk management. Sustainability must be executed with the same seriousness and accountability as any other strategic priority because trust is earned through consistent action and clear accountability.

In FY2025, we continued strengthening governance routines and internal alignment so that sustainability and climate considerations are addressed systematically-supported by clear ownership, structured management cadence, and an emphasis on disciplined execution across relevant teams.

3) Strengthening disclosure readiness and data discipline

Credible sustainability performance requires reliable data, consistent processes, and robust internal controls. During FY2025, we continued strengthening reporting readiness and internal discipline-improving how sustainability information is gathered, quality checked, and governed to support transparency and confidence.

Appreciation and the way forward

I would like to thank our employees for their dedication, professionalism, and commitment throughout FY2025. I also extend my appreciation to our customers, shareholders, regulators, and partners for your continued trust and collaboration.

Looking ahead, sustainability expectations will continue to evolve. CIMB Thai remains committed to advancing sustainability in a way that is practical, credible, and meaningful, building a resilient bank that supports customer needs, contributes to Thailand's progress, and creates long-term value.

Thank you for your confidence and support.

Mr. Wut Thanittiraporn

President and Chief Executive Officer

Special Message from Our Board Champion

Dear Valued Stakeholders,

I am pleased to share this Special Message in CIMB Thai Bank's Sustainability Report for the reporting period 1 January 2025 to 31 December 2025 (FY2025). Sustainability is increasingly redefining what "good banking" looks like, not only through risk resilience, but through relevance: the ability to support real economic needs responsibly, with credible data, disciplined governance, and solutions that help customers transition.

Sustainability expectations placed on banks in Thailand continued to become clearer and more operational. Stakeholders increasingly expect banks to demonstrate how environmental and climate considerations are embedded into governance, strategy, risk management, and disclosures. At the same time, Thailand's sustainable finance infrastructure continued to mature through taxonomy development, strengthening how the market classifies and substantiates environmentally sustainable activities.

In parallel, capital-market expectations remain focused on credibility and transparency. For sustainable and green-labelled instruments, the emphasis is on alignment with recognized standards and clear disclosure-so that stakeholders can assess integrity, comparability, and real-world outcomes. These developments reinforce a simple message: sustainability is no longer assessed by statements of intent alone. Increasingly, it is assessed by the quality of governance, the discipline of execution, and the credibility of data and disclosures.

As CIMB Thai sharpens its positioning as a Niche Bank, our ability to deliver impact is strengthened through focus. A niche strategy is not about doing less; it is about doing what we choose to do with deeper expertise – across selected sectors, value chains, and customer segments, so that solutions are more tailored, measurable, and relevant.





In this context, sustainability becomes a strategic enabler of the niche approach in three practical ways:

First, it improves decision quality. Environmental, social, and governance (ESG) considerations increasingly help inform how risks and opportunities are understood across the value chain, supporting more resilient credit and portfolio decisions.

Second, it improves solution relevance. With a sharper focus on defined client segments and sectors, CIMB Thai can develop sustainable finance and transition-aligned solutions that are practical and credible, supported by clearer market standards and taxonomy references that stakeholders increasingly expect.

Third, it strengthens trust. A niche strategy depends on reputation and repeatable delivery. Sustainability reinforces trust when commitments translate into measurable actions, transparent reporting, and strong controls.

In 2025, CIMB Group launched Forward30, positioning sustainability as a core strategic area alongside the four levers of Capital, Cash, Cross-sell, and Capabilities. This matters because it drives common expectations across countries and strengthens shared discipline on governance, reporting, and sustainable finance execution. CIMB Group's long-standing commitments also help define the standard of ambition and accountability expected of us. These commitments reinforce the importance of credible transition pathways, transparent reporting, and robust portfolio management, ensuring sustainability is embedded in how the organization governs, manages risk, and creates long-term value.

Credibility begins with internal discipline. In 2025, CIMB Thai continued strengthening foundational capabilities that support credible reporting and assurance readiness. This includes formalizing assurance planning for the year and strengthening the operational discipline needed for reliable sustainability data through clearer processes, roles, and controls.

We also continued building readiness for evolving disclosure expectations. This includes structured planning across governance and strategy-related disclosure components to support disciplined preparation so that sustainability information remains decision-useful and credible.

As Board Sustainability Champion, my role is to help ensure sustainability is consistently reflected in governance, strategy, and performance management, so that it is not dependent on individual efforts, but embedded institutionally.

In that spirit, the Bank continued to reinforce the importance of effective governance routines for sustainability reporting to management and the Board, so sustainability remains visible, discussable, and accountable at the right governance levels. This is how "tone from the top" becomes practical: strengthening the rhythm of oversight so that sustainability is addressed with discipline and clarity.

As CIMB Thai advances its Niche Bank strategy, we reaffirm our responsibility to contribute to Thailand's sustainable economic development. By combining focused expertise with disciplined governance, credible data, and a clear sustainability agenda aligned to both Thai regulatory expectations and CIMB Group direction, we aim to support a more resilient, inclusive, and future-ready economy – where financial success is achieved alongside positive environmental and social impact.

Dr. Worapong Janyangyuen
Board Sustainability Champion



Voices of CIMB Thai's Everyday Champions

CIMB Thai Sustainability Team



There is a quiet kind of courage in choosing to do the right thing, not because it is easy, but because it matters.

In our 2025 Sustainability Report, we again celebrate those who embody this courage - our Everyday Champions. These are the colleagues who did not wait for instructions to act, who found ways to embed sustainability into the fabric of their daily work, and who proved, time and again, that transformation is not the exclusive domain of those with sustainability in their job titles.

As a bank, our own sustainability is inseparable from the health of the economy we serve. And a healthy economy depends on how responsibly we manage the environmental and social risks and opportunities that flow through every deal we make, every client we advise, and every community we touch.

This is not a compliance exercise. It is a human one. Because behind every credit decision is a business livelihood. Behind every green product is the future of the next generation. Behind every ESG clause is a commitment to the kind of economy worth passing on.

That is why sustainability at CIMB Thai is not a checkbox. It is our clearest expression of what it means to truly "Advance Customers and Society."

What strikes me most, reflecting on another year of collective effort, is how the circle of conviction has widened. Sustainability is no longer a conversation happening only at the center—it is alive in our business units, our governance committees, our corporate communications channels, and our client boardrooms. The language of ESG has become the language of business at CIMB Thai, and that shift belongs to these champions.

Each voice woven into CIMB Thai's sustainability journey represents thousands of decisions made quietly and consistently—a clause added to a facility agreement, a green product explained to a client for the first time, a community supported with more than just capital. These are the actions that compound over time into something genuinely transformational, and that is what sets us apart from our peers.

We are not just reporting progress. We are bearing witness to people who chose to lead from wherever they stood.

Jason Lee

Head, Sustainability Thailand



In 2025, our sustainability efforts were shaped by the Simpler, Better, Faster mindset—moving from paper to cloud-based systems, streamlining processes, and using digital tools to work more efficiently while reducing resource use, travel, and carbon footprint. This approach was inspired by a shared goal to help CIMB Thai manage climate risk more effectively by making data simpler, more accurate, and faster to analyze, enabling more informed decision-making. Change starts with individuals, and small adjustments in how we work can build momentum within teams and scale across the organization. While climate change is a long-standing issue, climate risk is something every generation is learning together, and by blending experience with speed and digital agility, we can drive the bank's sustainability journey in a modern and impactful way.

Thanan Treeratruekawet

Vice President, Enterprise Risk and Infrastructure

In 2025, I experienced firsthand how sustainability can be embedded into everyday banking through my support of CIMB Thai's sustainability agenda and GSSIPS activities. A defining moment was my involvement in structuring a THB 1,500 million term loan for a CIMB Thai customer in Thailand's microfinance sector, designed to support business expansion while improving access to funding for underserved communities. When the facility was approved and classified as a Social Asset under the GSSIPS framework, it reinforced my belief that responsible financing can generate both business value and meaningful social impact.

This experience strengthened my commitment to Responsible Banking and to the idea that banks play a critical role in shaping a more sustainable future by influencing how and where money is deployed. I am motivated by the understanding that sustainability does not always require complex solutions; Simpler, Better, Faster embedded into how we assess risks, engage clients, and make decisions can create lasting impact. Sustainability becomes an individual responsibility rather than a standalone initiative—the collective effect is powerful. This is also the message I would share with the younger generation: banking is not only about financial returns, but about enabling inclusive growth and sustainable progress for society.

Paniti Srisuwan

Senior Vice President, FI - Non-Bank - Relationship Management

In 2025, my sustainability journey came together through people, planet, and process, not as separate efforts but as one connected story. It began at the community level, where cultivating oyster mushrooms from sawdust showed me how small acts of resource efficiency can turn waste into value, and it deepened as I built my technical foundation through Scope 3 emissions training to strengthen my perspective as an internal sustainability auditor. Professionally, partnering with the CIMB Thai Sustainability team allowed me to see how strong governance translates sustainability from intention into action, aligning practices with standards and regulations. What truly fuels my commitment, however, is witnessing the real-world impacts of climate change, such as the recent flooding in Hat Yai, which make it clear that environmental risks are no longer abstract, but immediate and disruptive to lives and livelihoods. Moments like these reinforce my belief that sustainability is not optional, but essential for long-term resilience. As a bank, CIMB Thai holds a



unique position to drive this change: behind the scenes, we have reduced our own carbon footprint, while externally we support green projects, issue green bonds, and design financing that helps clients transition responsibly. To me, sustainability is a shared journey, when individual actions across the organization align, they create momentum for real impact, and that is the story I share with the younger generation: CIMB Thai is a bank that turns everyday financial decisions into meaningful, lasting change for communities, industries, and the future we are collectively shaping.

Tipaporn Boonnitiruk

Head of Professional Practices, Corporate Assurance

Every day in my role leading sustainability efforts across Wholesale Banking and Transaction Banking, I get to witness how finance can truly shape a better future. Our team acts as the bridge—connecting business units with the sustainability experts, tracking our GSSIPS goals, and turning big ambitions into real progress. But it's more than numbers and targets. It's about inspiring people. Whether we're organizing CSR activities, running workshops, or guiding teams through sustainability-linked deals, we're helping colleagues see how their actions contribute to meaningful change.

What excites me most is seeing sustainability come alive through real transactions. For instance, when CIMB Thai structures a Sustainability-Linked Loan for a corporate client, we're not just providing financing—we're empowering them to hit environmental targets that create long-term impact. Our subordinated green bonds help fund projects that care for the planet, while digital, paperless banking reduces our own footprint.

To the younger generation, I'd say this: a bank isn't just about money. It's a powerful force that can steer society toward a more sustainable tomorrow. And at CIMB Thai, we're stepping forward together to make that future real.

Sorasri Srisuma

Head, Strategic Finance and Performance Analytics Business Management

In Consumer Banking, we've strengthened financial inclusion by supporting customers who need it most, expanding auto-loan disbursements to those earning THB 20,000 or less by 30% year-on-year. It represents more than just a loan. It offers mobility, opportunity, and a chance for a better future. At the same time, we have been cultivating a greener financial landscape by launching over 20 new green investment products, helping customers understand that their financial choices can also support a sustainable world.

What inspires me is knowing that sustainability allows us to go beyond business results and create positive, lasting impact for our customers, communities, and the generations to come. But this impact is never achieved alone. It happens when teams collaborate, share ownership, and turn ideas into action. Sustainability is not just about reducing paper or planting trees—it's about channeling financial support toward responsible businesses, clean energy, electric vehicles, and community growth. Together, we are shaping a more resilient and responsible future.

Zi Heng Wong

Assistant Vice President, Consumer Business Management Office

The Legal Team is committed to supporting CIMB Thai's sustainability journey. We aim to facilitate the Bank's sustainability initiatives by offering legal advice and guidance to support their development and implementation in a legally sound manner and in compliance with applicable laws and regulations in Thailand. Through reviewing contracts related to sustainability initiatives and enhancing standard credit documentation to incorporate ESG clauses aligned with CIMB Thai and CIMB Group policies, we help embed sustainability into the Bank's core business practices. I am inspired by CIMB Thai's clear commitment to sustainability, knowing that our work can contribute to better environmental and social outcomes while creating long-term value for all stakeholders. Sustainability is a collective effort, and meaningful impact is achieved when everyone plays a part. This is reflected in CIMB Thai's everyday actions, such as encouraging greener habits through electric vehicle support and solar panel installations, as well as its broader role in driving positive change by offering green and sustainable financial products and promoting responsible business practices across industries.

Poonyaporn Thanadsang

Vice President, Wholesale and Commercial Banking Legal



Sustainability, to me, begins with responsible daily choices such as reducing food waste, minimizing plastic use, and adopting reusable alternatives. This approach extends to the workplace through practical actions like limiting unnecessary printing and embracing digital solutions. I believe that fostering a positive mindset and a healthy work environment is essential, as supportive cultures encourage long-term commitment and well-being. By empowering employees—particularly younger generations—to adapt, take ownership, and understand the impact of their actions, organizations can build a purpose-driven workforce that values sustainability as a shared responsibility and a foundation for long-term resilience.

Parinoot Panakul

Brand Strategy, Brand and Marketing

I believe our work in banking can go far beyond numbers and profits. By organizing training on Sustainable Finance and Investment, we help our colleagues understand how the decisions we make every day can genuinely support society and protect the planet. I am driven by the hope that, as we deepen our understanding of our role in addressing the climate crisis, we can help create a better world for future generations. For me, real change starts close to home, by encouraging myself and others at CIMB Thai to take action within our own control, whether through more sustainable lifestyles, reducing plastic use, or embracing alternative energy, so that together our small, personal choices inspire younger colleagues and grow into a powerful collective movement.

Pe Suwansakornkul

Vice President, Learning and Development

Participation in the Cooler Earth seminar and the Bank's tree tunnel planting activity marked the beginning of my deeper commitment to sustainability, encouraging me to integrate these values into both my work and daily life. At work, I avoid printing whenever possible and, when necessary, print double-sided or reuse paper to reduce usage. In my personal life, I decline plastic bags, practice proper waste separation by rinsing packaging before disposing of it, and place waste in recycling bins, while also encouraging my family to adopt these habits. I share these practices with colleagues to help raise awareness and inspire wider adoption. My motivation is strongly influenced by the Bank's genuine commitment to sustainability, reflected in initiatives such as promoting electric vehicles, repurposing donated polo shirts into blankets, avoiding environmentally harmful industries, and organizing sustainability training and seminars.

Through initiatives like Green and Sustainable financing, clear sustainability goals, and partnerships with other organizations, the Bank demonstrates that sustainability is integral to its business. I am sincerely grateful to be part of an organization that prioritizes sustainability for society, humanity, and future generations.

Jidapa Rouge

Document Administration and Control Coordination, Company Secretary and Administration



In 2025, I supported CIMB Thai's sustainability efforts by coordinating and facilitating a workshop for internal stakeholders focused on International Sustainability Standards Board (ISSB) IFRS S1 and S2 standards. The session explored how climate-related risks and opportunities affect financial reporting, including potential impacts on financial statements and the importance of strong connectivity between sustainability disclosures and financial accounting. By bringing together colleagues from different functions, the workshop helped build shared understanding, strengthen internal capability, and support more consistent integration of sustainability considerations into CIMB Thai's reporting processes.

What inspires me to support sustainability at CIMB Thai is the bank's ability to create real impact through financial decisions. Banks influence how businesses manage risk, invest, and plan for the future, making sustainability closely linked to long-term financial performance and resilience. I believe sustainability is a collective journey rather than the responsibility of one team. Even small actions, such as improving data quality or considering environmental and social risks in daily work, can create meaningful impact when combined across the organization. By embedding sustainability into our culture, CIMB Thai can strengthen its long-term resilience and contribute to a more stable financial system.

Montri Puangpool

Head Finance Projects

As an employee of CIMB Thai, I see sustainability as part of both my professional responsibility and daily life, beginning with the careful use of the bank's resources such as water and electricity, and extending to my team's role in supporting sustainability projects through coordinating, tracking, and recording data across all branches; beyond work, I practice small but consistent habits like using E20 fuel (gasoline blended with 20% ethanol, usually from crops like sugarcane or cassava), limiting unnecessary travel, turning off unused lights and water, fixing leaks promptly, and planting trees whenever possible, actions that align naturally with my personal values as someone who loves nature and dislikes waste. My inspiration comes from being part of CIMB Thai, an organization that believes building long-term sustainability benefits everyone, including employees and future generations, and this commitment is clearly reflected in tangible investments such as adopting solar energy, transitioning to electric vehicles, and providing EV charging facilities—decisions that require significant investment and are not driven by short-term financial returns, but by a shared responsibility to create a more sustainable future beyond profit alone.

Sarit Chawasri

(Supported by Surapan Suksumek and Angkhana Chaiwatanaruk)

Head, Branch Infrastructure Management & Performance Management



Thailand's Sustainability Highlights 2025

In 2025, Thailand made remarkable advancements in sustainability, setting the stage for a future that harmonizes economic growth with environmental stewardship. Through a series of comprehensive policies, financial innovations, and strategic initiatives, the country emerged as a regional leader in addressing climate change and fostering sustainable development. This narrative explores ten key initiatives that defined Thailand's sustainability journey, illustrating their context, implementation, and impact.

Thailand's commitment to combating climate change was epitomized by the draft **Climate Change Act**, which underwent public hearings between February and April 2024, led by the Department of Climate Change and Environment (DCCE) with input from businesses, environmental advocates, and local communities. In December 2025, the Thai Cabinet granted in-principle approval of the Act, marking a major step toward legally binding climate governance. The legislation introduces key mechanisms such as a national carbon market, a Climate Fund, greenhouse gas reporting obligations, and provisions for carbon tax and cross-border carbon adjustment measures, with full parliamentary approval and regulatory rollout expected in 2026. Designed to reduce greenhouse gas emissions, the Act establishes a framework featuring an Emissions Trading System (ETS), a carbon tax, and a carbon credit program for creating economic incentives for businesses to cut emissions through trading allowances, imposing levies on carbon emissions to encourage cleaner energy practices, and promoting offset projects that capture or mitigate emissions. Public feedback emphasized the need for clear implementation guidelines and support for enterprises to adapt to these new regulations.

Another significant milestone in Thailand's sustainable finance landscape was the official launch of **Thailand Taxonomy Phase II** in May 2025, following public consultations held from October 2024 to January 2025. Developed by the Thailand Taxonomy Board, this taxonomy serves as a classification system to identify sustainable activities across key sectors, including agriculture, manufacturing, real estate, and waste management. Phase II introduces six environmental objectives, such as climate change mitigation, resource resilience, and biodiversity protection, aligning closely with global standards like the EU Taxonomy. By providing clear criteria and benchmarks, the taxonomy enhances transparency and guides investors in making informed decisions. Its implementation strengthens Thailand's green finance ecosystem and directs capital toward projects that contribute to sustainable development goals. Financial institutions have begun integrating the taxonomy into green loan products and transition financing schemes, signaling a strong push toward sustainable economic transformation.

Recognizing the vital role of businesses in driving a low-carbon economy, the Bank of Thailand's **"Financing the Transition"** program, launched in August 2024 and continued to accelerate in 2025. As of June 2025, the initiative had committed 96 billion THB in concessional loans and green financing, moving toward its year-end goal of 100 billion THB, aimed at helping businesses, especially SMEs, shift from "brown" to "less brown" practices. The 2025 phase also advanced with the introduction of a "Green Innovation" regulatory sandbox (July–December 2025), enabling financial sector players to pilot eco-focused products that support SMEs and larger enterprises in measuring greenhouse gas emissions, accessing carbon credits, and integrating sustainable technologies.



Thailand's inaugural **sovereign Sustainability-Linked Bond (SLB)**, issued in November 2024 for THB 30 billion, linked financial returns to national Sustainability Performance Targets (SPTs): reducing GHG emissions by 30% and registering 440,000 zero emission vehicles (ZEVs) annually by 2030. In mid 2025, a progress report showed the 2022 GHG emissions stood at 385,941 kt CO₂e, already below the 2030 SLB target, and that 70,582 ZEVs were registered in 2024, raising the ZEV market share to 10.87%. The SLB, backed by strong global investor interest, has been tapped four times by June 2025, lifting total issuance to THB 98 billion, with plans to expand issuance to THB 130 billion by the end of fiscal year 2025. Further reinforcing its commitment, in January 2025 Thailand approved a draft carbon tax of THB 200/ton CO₂ equivalent, with broader sustainability measures underway including a Climate Change Act and ETS, all signaling Thailand's leadership in harnessing innovative finance for climate action.

Thailand is taking a bold step toward a nature-positive future by integrating **SMART biodiversity KPIs**—such as expanding protected areas to at least 30% of national territory, improving species conservation through the Red List Index, controlling invasive species, and restoring degraded ecosystems, into its sovereign financing framework. This initiative builds on the country's 98 billion baht Sustainability-Linked Bond (SLB 406A) and aims to channel measurable investments toward biodiversity, transforming commitments into verifiable actions and positioning Thailand as a regional leader in innovative nature-linked finance.

The Ministry of Energy's updated **National Energy Plan (NEP)** remains a bold milestone on Thailand's sustainability pathway. By 2025, the share of electricity generation from renewable sources has risen from 22% to approximately 26%, driven by clean energy. Optimizing intermittency management is a key NEP focus: as of May 2025, analyses by BloombergNEF confirm that solar-plus-battery systems (four-hour storage) will reach cost parity with traditional gas-fired plants this year, and onshore wind will soon be as economical as new coal projects. Moreover, initiatives under the NEP are piloting blends of natural gas with 5% green hydrogen by 2030 to reduce carbon intensity. Energy efficiency efforts remain on track, with a goal to lower energy intensity by 30% by 2037, reinforcing Thailand's ambition to strengthen energy resilience. To support these targets, projected investments through 2037 total approximately THB 2.9 trillion (~USD 85 billion), positioning Thailand as a regional leader in clean energy infrastructure and financing.

Incentives introduced in 2024 continued to accelerate the growth of Thailand's renewable energy sector in 2025. Building on streamlined licensing that simplified project approvals, the government launched a **Direct Power Purchase Agreement (PPA)** framework that allows corporate consumers to procure up to 2 GW of renewable power directly from producers, with grid access granted under a new Third Party Access (TPA) code. The expansion of tax holidays and low-interest financing remained in force,

further encouraging developers and investors. In 2025, renewable generation surpassed 28 billion kWh, underpinned by THB 779 billion in planned clean power investment. These initiatives have reinforced Thailand's reputation as a leading low-carbon economy transition model.

Thailand's Securities and Exchange Commission (SEC) strengthened its Environmental, Social, and Governance (ESG) framework by introducing significant enhancements to the Thailand ESG Fund regulations. Effective 1 August 2025, the amendments permit funds to invest in **digital tokens within the sustainable sector**, provided they comply with relevant Initial Coin Offering (ICO) and general mutual fund policies. They also relaxed requirements for environmental/sustainability impact assessors, now only mandating publicly disclosed ESG index methodologies, and granted an exemption from liquidity management rules for bond focused Thai ESG and ESGX funds to better manage liquidity risk. Additionally, in March 2025, the SEC announced criteria for launching the new **Thai ESGX funds**, with asset managers gearing up to submit applications by April. These regulatory shifts helped propel ESG fund inflows, with total assets under management rising, and momentum continuing with the first Thai ESGX offerings projected to mobilize up to THB 100 billion, driven by both new subscriptions and migration from LTFs.



The Department of Climate Change and Environment (DCCE) further cemented Thailand's leadership in international climate cooperation by publishing the **International Carbon Credit Guideline**, approved by the Cabinet in August, which operationalized Article 6 provisions, including robust protocols for project eligibility, authorization, corresponding adjustments, and registry management. It also provides detailed procedures for registering and validating projects, managing Internationally Transferred Mitigation Outcomes (ITMOs), and enhancing transparency through standardized reporting. In May 2025, Thailand submitted its **first annual ITMO report** (Agreed Electronic Format) to the UNFCCC, covering transfers from its pioneering Bangkok E Bus Program, executed in partnership with Switzerland. These actions not only reflect Thailand's continued cooperation with Switzerland, building on their January 2024 ITMO transfer, but also highlight its role in operationalizing and scaling Article 6 mechanisms globally.

In 2025, the Stock Exchange of Thailand (SET) significantly advanced its ESG initiative, expanding its assessment to 265 listed companies and showcasing across-the-board improvements in Environmental, Social, and Governance dimensions, with the Environmental score surpassing 80 points for the first time. Notably, 102 companies achieved the top-tier "AAA" rating, with 80 rated AA, 67 A, and 16 BBB, together representing 70% of the total market capitalization of the SET and mai, underscoring the economic benefits of robust sustainability performance. This growth reflects SET's strategic shift toward the **FTSE Russell ESG Scores** in 2026, with sector-specific scorecards enhancing industry relevance. Leading sectors continue to be energy and finance, which have demonstrated strong ESG commitments through increased renewable energy adoption and ethical business conduct.

Thailand's achievements in 2025 underscore its transformation into a regional sustainability leader, harmonizing economic growth with environmental responsibility. Through landmark legislation like the Climate Change Act, innovative financial instruments such as Sustainability-Linked Bonds, and strategic initiatives in clean energy, biodiversity, and ESG governance, Thailand has laid a strong foundation for a low-carbon, nature-positive future. These efforts not only accelerate the country's transition toward net-zero but also position Thailand as a model for integrating climate action, green finance, and inclusive development on the global stage.

CIMB Thai at a Glance



CIMB Thai Bank Public Company Limited, previously known as Bank Thai Public Company Limited, was established in 1998 and represents CIMB Group’s banking presence in Thailand.

The Bank is licensed by the Ministry of Finance and relevant authorities to engage in commercial banking business, which constitutes the primary business of the Bank. We focus on offering quality and efficient products and services that can add value to the customers, particularly fee-based products and services, such as cash management, financial advisory and treasury, besides deposits and loans. Our customer base covers individuals and businesses ranging from small and medium enterprises to large enterprises at home and across ASEAN via the universal banking network of CIMB Group. Product and service offering is carried out through both physical branch and business center network and digital banking on mobile phone.

At present, the Bank is listed on the Stock Exchange of Thailand and operates 46 branches nationwide. CIMB Thai serves more than 600,000 customers, delivering a wide range of services covered by its key business pillars – Consumer Banking, Corporate Banking, Investment Banking, Transaction Banking, Financial Institutions, and Treasury & Markets. CIMB Thai has two subsidiaries, namely CIMB Thai Auto Company Limited and WorldLease Company Limited. For more details on CIMB Thai’s subsidiaries, please refer to CIMB Thai’s Annual Report 2025 (Form 56-1 One Report).

Name of Company	CIMB Thai Public Company Limited
Type of Company	Listed on the Stock Exchange of Thailand
SET Symbol	CIMBT
Registration number	0107537002338
Business type	Commercial bank
Head office address	44 Langsuan Road Lumpini, Pathum Wan, Bangkok 10330
Contact channels	<ul style="list-style-type: none"> > CIMB THAI Care Center: 02-626-7777 > Online channels: https://www.cimbthai.com/th/personal/home.html > LINE Official Account: @cimbthai > Facebook: https://www.facebook.com/CIMBThai
Total workforce	3,389 people (Permanent and temporary employees of the Bank and subsidiaries)



Our Value Chain

UPSTREAM ENTITIES

Vendors (as of 2025): 277 active vendors providing goods and services to the Bank:

- Business Partner: Entities or individuals with contracts or agreements with financial institutions to provide services as business partners acting on behalf of financial institutions such as financial agents and outsourced service providers or other forms of business alliances that conduct business with financial institutions to facilitate business advantage which may include a connection to the technology work system with financial institutions.
- Third-party providers: Outside entities or individuals who are information technology service providers or are connected to information technology systems of financial institutions, or who have access to sensitive information of financial institutions or customer information controlled by financial institutions. However, third-party provider do not include customers who use products and services of financial institutions.

CIMB THAI'S BUSINESS ACTIVITIES

Key Business Drivers in CIMB Thai:

- Consumer Banking
 - Deposits & Payments
 - Consumer Financing
 - Wealth Management
 - Digital Banking
- Corporate Banking
 - Loan & Credit Facilities
 - Foreign Exchange (FX) & Derivatives
 - Cash And Saving Accounts (CASA)
 - Cash Management
- Investment Banking
 - Debt Capital Market (DCM): Bonds
 - Equity Capital Market (ECM): Initial Public Offering (IPO), Mergers and Acquisition
- Treasury & Markets
 - Structured Products, Structured Deposits
 - Bonds
 - Foreign Exchange (FX)
 - Hedging
 - Derivatives
- Transaction Banking
 - Cash Management
 - Trade Finance

Key Business Drivers in CIMB Thai's Subsidiaries:

- CIMB Thai Auto Company Limited has been providing a full range of auto loan services to meet the needs of customers, both individual and corporate since 1995. The company provides personal and commercial car hire-purchase, used car hire-purchase and CIMB Thai Auto cash products. Currently, the company has 25 branches in every region across Thailand.
- World Lease Company Limited has operated hire-purchase service of motorcycles in Thailand since 1994. Currently, the company has 3 branches in Bangkok and selected provinces

DOWNSTREAM ENTITIES

- Retail customers in Thailand
- Non-retail customers in Thailand and across markets covered by CIMB Group:
 - Agriculture & Forestry
 - Construction
 - Financial Services
 - Hospitality
 - Infrastructure
 - Livestock & Fisheries
 - Manufactured Goods
 - Mining & Quarrying
 - Oil & Gas
 - Personal Consumption
 - Real Estate
 - Services
 - Sovereigns & Sub-sovereigns
 - Telecommunication, Media & IT
 - Transport & Storage
 - Utilities
 - Wholesale & Retail
 - Others
- Financial institutions
- CSR beneficiaries (schools, non-profit organizations, non-governmental organizations)



Our Vendors and Partners

Vendors and suppliers are upstream entities from the Bank in its supply chain, which provide products or services that are used in the development of the Bank's own products or services. The new suppliers have been screened using due diligence in accordance with the Bank's Sustainability Policy, which has environmental and social impact assessment criteria included.

Performance in 2025



To sustain competitiveness and deliver optimal financial products and services, the Bank and its subsidiaries have actively collaborated with business partners and engaged in third-party outsourcing details as follows.

	Number of New Supplier in 2025	Number of Supplier Accumulation (31 December 2025)
CIMB Thai	56	221
CIMB Thai Auto	13	94
WorldLease	12	44
Total	81	359

Note: The number of business partners presented herein excludes outsourced personnel.

Our Employees and Workers

Our employees and workers are the key drivers of our value chain and business activities, where they can affect the success or performance of the Bank.

As defined by the GRI Standards, an employee is an individual who is in an employment relationship with the Bank according to Thai national law or practice:

- > A full-time employee is an employee whose working hours per week, month, or year are defined according to national law or practice regarding working time.
- > A temporary employee is an employee with a contract for a limited period (i.e., fixed term contract) that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed (e.g., the end of a project or return of replaced employees).

The Bank also engages workers who are not employees – those who perform work for the Bank but are not in an employment relationship with the organization. The Bank might have sole control of the work or share control with one or more organizations (e.g., service providers or other outsourcing entities). Types of workers who are not employees and whose work is controlled by the organization are classified under contractors.

At the Bank, workers include those who are hired by our vendors but are working at the Bank's various operational locations while being paid by the Bank under operational expenditure, and those who are involved in project-based activities provided under capital expenditure of the Bank. In 2025, there are no employees covered by any collective bargaining agreements.



The 2025 Employee and Workers Data:

Data	CIMB THAI			CIMB THAI AUTO			WorldLease		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Type of Employment									
Full-time Employee									
Permanent/Regular Employee	1,516	731	2,247	265	280	545	29	7	36
Temporary Employee	13	7	20	1	0	1	0	0	0
Contractor	168	164	332	129	71	200	5	3	8
Part-time Employee									
Part-time Employee	0	0	0	0	0	0	0	0	0
Total	1,697	902	2,599	395	351	746	34	10	44
Age									
Full Time employee									
Under 30 years old	989	512	1,501	214	210	424	21	5	26
30-50 years old	101	49	150	23	9	32	0	1	1
Over 50 years old	439	177	616	29	61	90	8	1	9
Contractor employee									
Under 30 years old	17	4	21	42	33	75	0	0	0
30-50 years old	46	32	78	47	29	76	5	3	8
Over 50 years old	2	4	6	2	6	8	0	0	0
Outsource employee									
Under 30 years old	6	18	24	0	0	0	0	0	0
30-50 years old	32	57	89	8	0	8	0	0	0
Over 50 years old	65	49	114	30	3	33	0	0	0
Total	1,697	902	2,599	395	351	746	34	10	44
Employee Level									
Full-time Employee									
Executive level	66	45	111	0	3	3	1	0	1
Management level	1,016	554	1,570	92	125	217	13	3	16
Operational level	447	139	586	174	152	326	15	4	19
Contractor Employee									
Executive level	0	0	0	0	0	0	0	0	0
Management level	0	0	0	0	0	0	0	0	0
Operational level	65	40	105	91	68	159	5	3	8
Outsource Employee									
Executive level	0	0	0	0	0	0	0	0	0
Management level	0	0	0	0	0	0	0	0	0
Operational level	103	124	227	38	3	41	0	0	0
Total	1,697	902	2,599	395	351	746	34	10	44

* Average contractor per month for CIMB Thai, CIMB Thai Auto and Worldlease are 28 workers, 7 workers, 1 worker respectively

Type of Employment by Geographical Area

Data	CIMB THAI			CIMB THAI AUTO			WorldLease		
	BKK and vicinity	Province	Total	BKK and vicinity	Province	Total	BKK and vicinity	Province	Total
Full Time employee									
Permanent/Regular Employee	2,113	134	2,247	203	342	545	25	11	36
Temporary Worker	20	0	20	1	0	1	0	0	0
Contractor	285	47	332	127	73	200	8	-	8
Part-time Employee									
Part-time Employee	0	0	0	0	0	0	0	0	0
Total	2,418	181	2,599	331	415	746	33	11	44

Our Governance and Governing Bodies

A robust corporate governance framework underpins our ability to navigate risks while cultivating a culture of transparency and accountability. At CIMB Thai, corporate governance is embedded within our broader Sustainability principles, reflecting our recognition of the interdependencies between business, the environment, and society. With a commitment to long-term value creation and a shared aspiration to generate meaningful positive impact for people and the planet, we adopt and implement responsible policies, leading practices, and forward-thinking procedures that meet regulatory requirements, serve the interests of our shareholders, and honour our obligations to all stakeholders.





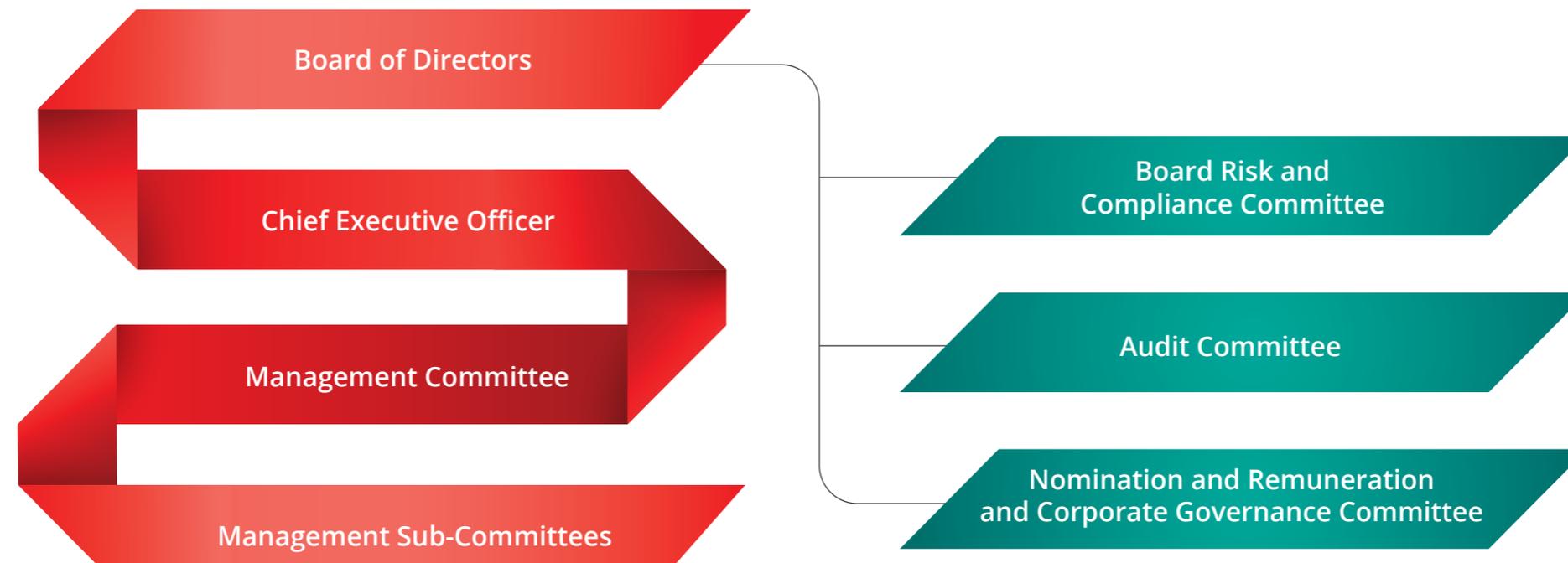
The Bank's Corporate Governance Structure

The Board of Directors has delegated oversight of the Corporate Governance Policy to the Nomination, Remuneration, and Corporate Governance Committee. This mandate encompasses ensuring effective policy implementation and compliance, as well as conducting regular reviews and updates to maintain relevance, currency, and alignment with evolving regulations and industry standards.

The Bank upholds the principle of independent decision-making at both Board and management levels. To this end, the roles and responsibilities of the Chairman and the President and Chief Executive Officer are clearly delineated. The composition of the Board of Directors — of whom more than half must be independent directors — is explicitly codified in the Bank's Corporate Governance Policy.

As the highest governance body of the Bank, the Board of Directors bears responsibility for overseeing CIMB Thai's business operations; reviewing and approving the vision, mission, policies, and strategic plan; and monitoring the implementation of governance frameworks and internal controls in accordance with applicable rules and regulatory requirements. The Board further provides oversight of CIMB Thai's Sustainability agenda, directing the management of material ESG issues, opportunities, and risks, with support from the Management Committee.

The Management Committee, in turn, is responsible for ensuring that the Bank's business and operations are conducted in alignment with Board-approved strategies, policies, and regulations. It also serves as the principal driver of CIMB Thai's vision and strategies across the organisation, maintaining coherence with CIMB Group's overarching targets, commitments, and strategic frameworks.





Board Structure

The Board comprises eight members (as of December 2025), each selected for their proven leadership capabilities, business acumen, and ethical grounding, as well as their awareness of the impact of business activities on the environment and society. Members collectively bring a diversity of professional expertise and business competencies that equip the Board to provide effective oversight of the Bank's operations and drive sustainable growth.

The election of Board members is governed by shareholder resolution and the Bank's Articles of Association, which stipulates that the Board shall consist of no fewer than five and no more than twelve directors. The structure and composition of the Board of Directors, as well as the setup of the Board Committees, are prescribed by the Bank of Thailand's Notification on Corporate Governance of Financial Institutions and the Capital Market Supervisory Board's Notification on the Application and Permission for Initial Public Offering, and their further amendments.

The Board of Directors appoints one of its members to serve as Chairman, a role reserved exclusively for a non-executive director. The positions of Chairman and President and Chief Executive Officer must at all times be held by different individuals. To ensure appropriate checks and balances, independent directors shall constitute no fewer than half of the Board's total membership. A clear separation of authorities and duties between the Board of Directors and management is defined and maintained, ensuring that no single individual holds unchecked decision-making power and enabling the Chairman to exercise independent judgement in providing objective views on the management's conduct of business.

Composition of the Board of Directors	Male	Female
Total Members of the Board	6	2
> Executive directors	2	1
> Independent directors	4	1
> Non-executive directors who do not have an Independent Director role	2	0
Tenure	More than 5 years: 3	
	Less than 5 years: 5	
Average age of Board members	Average Male Age (years): 55	Average Female Age (years): 60
	Average Age (years): 56	

Attendance of meetings of the Board of Directors

Composition of the Board of Directors	
Total No. of Board Meetings in 2025	14 (12 regular Board, 2 Special Board)
Annual General Meeting (AGM)	1
Extraordinary General Meeting (EGM)	None



Board Sub-Committees

Various committees are appointed by the Board of Directors and are entrusted with monitoring and overseeing the Bank's business operations within the scope of responsibilities assigned to them by the Board. To enable the Board to discharge its duties effectively and efficiently, the performance of the Bank and the deliberations of each committee are required to be reported to the Board on a routine basis.

The Board delegates responsibility for the overall management and day-to-day operations of CIMB Thai to the President and Chief Executive Officer (CEO). The CEO leads the management team, holds accountability for operational decision-making and its implementation, and is supported in this capacity by the Management Committee and other Management Sub-Committees. The CEO, members of the Management Committee, and key position holders across the Bank report regularly to the Board Sub-Committees at defined frequencies, covering a range of agendas pertaining to the governance of the Bank.

1. Board Risk and Compliance Committee

The Board Risk and Compliance Committee's duties and responsibilities are to oversee the entire risk and capital management functions of the Bank and the efficiency of the Bank's overall management of compliance and AML/CFT risk.

2. Nomination, Remuneration and Corporate Governance Committee

The Nomination, Remuneration and Corporate Governance Committee has 3 main duties and responsibilities, which include:

- Nomination - To select and nominate names of qualified candidates for the Bank's directors or persons with management power
- Remuneration - To propose for the Board's approval on remuneration and other benefits and payments and ensure that remunerations of directors and persons with management authority commensurate with their duties and responsibilities.
- Corporate Governance - To formulate and review the Corporate Governance Policy and Codes of Conduct and oversee the Bank's compliance with corporate governance principles set forth by regulators.

3. Audit Committee

The Audit Committee's scope of duties and responsibilities encompasses assisting the Board of Directors in reviewing the effectiveness of internal controls, risk management processes, accounting, reporting practices and good corporate governance taking into account the requirements of relevant guidelines associated with banking business issued by the regulators. The Audit Committee maintains its independence from management, to ensure its role is carried out effectively.

The Board of Directors and management at all levels play a pivotal role in strengthening CIMB Thai's organisational capabilities for sustainable banking. Our Sustainability governance framework establishes clearly defined responsibilities across the organisation, with the dual purpose of mitigating material risks and ensuring accountability through transparent and timely disclosures. The framework is subject to regular review, encompassing our Sustainability strategy, operating model, and governance structure, to drive continuous performance improvement while maintaining compliance with prevailing regulatory standards.

This governance structure reflects CIMB Thai's broader commitment to embedding Sustainability as a core institutional principle rather than a compliance obligation. By clearly delineating roles and responsibilities, proactively addressing ESG risks, and fostering a culture of accountability, the Bank is positioned to navigate the evolving landscape of sustainable banking with discipline and purpose.

Please refer to CIMB Thai's website page Corporate Governance Structure for further details on Board Risk and Compliance Committee, Nomination, Remuneration and Corporate Governance Committee, and Audit Committee.



Director and Executive Development

The Bank is committed to encouraging its Board and Management to participate in training programs, seminars, workshops, and lectures that cover their roles, duties, and responsibilities as Board members and executives. These initiatives are designed to enhance knowledge and broaden the perspectives of the Board and Management in various areas. The aim is to ensure the continuous development of the Bank, fostering its sustainable growth in the future.

In 2025, the Bank's directors participated in training courses and seminars to improve their performance, as follows:

- Carbon Markets & Pricing: Insights from the Value Chain by CIMB Group Holdings Bhd
- Joint Board Training - Cloud Security Management & Regulatory Expectations by CIMB Group Holdings Bhd
- Building Knowledge and Preparedness for EU Sustainability Business Requirements by CIMB Group Holdings Bhd
- Climate Risk Training Session by CIMB Group Holdings Bhd
- Joint Board for Group Sustainability by CIMB Group Holdings Bhd
- Board Cyber Forum 2025: Cyber Defense with AI and Innovation Strategies by Securities and Exchange Commission
- Climate Risk Training session by CIMB Thai Bank PLC.
- Cybersecurity Insight Update by Information Security Consultant, NTT (Thailand) Limited

Evaluation of the Board's/Board committees' Performance

The Bank has conducted an annual evaluation of the Board's and Board Committee's performance to allow Board and Board Committee members to jointly review their performance, raise problems and obstacles concerned, and give observations and recommendations for improvement of operational efficiency and alignment with the business direction on enhancing sustainable growth. The evaluation results will be compiled and concluded by the Board Secretary before presenting to the Chairman of the Board.

The performance of the Board's Committees is evaluated annually with the following steps:

- 1. Review of Performance:** Each Board or Board Committee member completes an annual assessment of performance over the past year of the Bank's Board of Directors and each individual director, as well as Board committees and top executive that will benefit an improvement of the directors' duty performance.
- 2. Conclusion of assessment results:** Once all self-assessments are collected, the Board Secretary will compile and conclude the results.
- 3. Improvement Based on Results:** The final compiled results and any recommendations from each Committee will be presented to the Chairman of the Board aimed at improving the performance of the Board/ Board Committees' duties.

Moreover, the Bank conducts annual evaluation of President and Chief Executive Officer's performance, taking into consideration the key performance indicators determined based on the Bank's strategies and targets each year. The evaluation result will be compiled and concluded by the Board Secretary before presenting to the Chairman of the Board.

Remuneration of Directors and the Management Committee (Executive Management)

The Board has a policy to disclose information on the remuneration of its directors and senior executives in compliance with the Public Limited Companies Act, B.E. 2535 (1992) and the requirements of supervisory and regulatory bodies.

The Nomination, Remuneration, and Corporate Governance Committee is responsible for determining the criteria for remuneration and benefits for directors, ensuring they are appropriate rates commensurate with the scope of duties and responsibilities and in line with or comparable to those paid by other banks of similar ranks.

Shareholder Approval:

- The shareholders approve the monetary compensation structure and rates for the Board and Board Committee members.
- The Nomination, Remuneration, and Corporate Governance Committee is responsible for determining any additional compensation deemed appropriate.

Link to Sustainability:

- The Bank's commitment to Sustainability is reflected in the inclusion of Sustainability Key Performance Indicators (KPIs) as assessment components for top management of various divisions, including the President and CEO.
- Achievement of Sustainability KPIs directly impacts the Bank's bonus pool funding.

**Compensation Linked to Sustainability:**

- The compensation of executive management and each division's entire population is linked to the success of their Sustainability initiatives and goals within their respective divisional collective scorecards.
- The scorecard is used to assess and report progress to the governing committees.

Scorecard Metrics:

- The divisional scorecards include both internal targets and external commitments in the following areas:
 - Environmental (including climate change)
 - Social
 - Economic performance
 - Corporate governance (including leading and lagging indicators)

This approach ensures that leadership, Business Units, and Business Enablers are collectively focused on the Bank's Sustainability goals.

Examples of Sustainability KPIs:

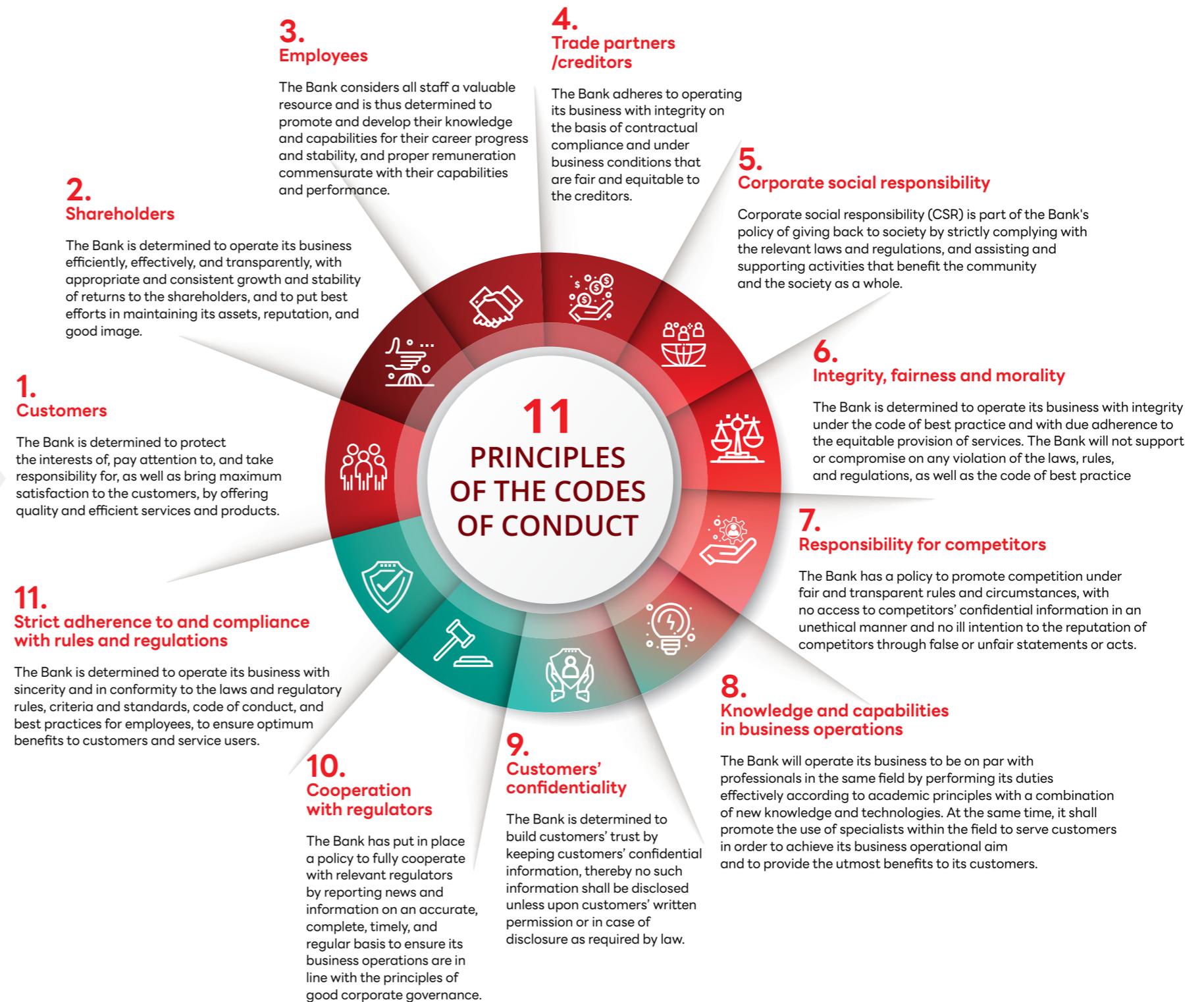
- Emissions reductions in alignment with the Bank's Net Zero Targets.
- Mobilisation of sustainable finance under CIMB Thai's Green, Social, Sustainable Impact Products and Services (GSSIPS) framework.
- Divisional Sustainability initiatives and policy implementations.
- Divisional training hours on Sustainability-related topics.
- Bank-wide and divisional volunteering hours.

For more details on the remuneration and compensation of Directors and Executive Management, please refer to CIMB Thai's Annual Report 2025 (Form 56-1 One Report).



CIMB Thai Codes of Conduct

Codes of conduct are an integral part of good corporate governance. The Bank has put in place 11 principles of the codes of conduct for its directors and employees of all levels to strictly adhere to in carrying out business operations as follows:





The Bank's Code of Ethics and Conduct sets out the responsibilities of the Bank's employees and associated persons working for and on behalf of the Bank in observing the principles and upholding the corresponding conduct to achieve a high standard of professionalism and ethics in the conduct of our business and professional activities. The Code is an integral part of good corporate governance, and all employees must adhere to the Code, both in letter and spirit, and on which they can rely for guidance in decision-making and their conduct.

The Code of Ethics outlines the Bank's set of principles that guides decision-making. It provides the statement of overarching principle telling all employees what is right and what is wrong.

The Code of Conduct outlines specific behaviors and conduct that are required or prohibited within the Bank as a condition of ongoing employment and the expected conduct in our interaction with our various key stakeholders.

The Bank has policies in place to prevent conflicts of interest and related-party transactions. These include:

- Policy for consideration of the granting of credits to and investments in, and undertaking contingent liabilities or other credit-like transactions with, the Bank's major shareholders and related persons thereof or businesses with beneficial interest related to the Bank, or the directors or persons with managing authority of the Bank, which must adhere to the ratios stipulated by the BOT. Any such grant must be approved unanimously by the Board, and no director or person with managing authority who benefits from the granting of credits and investments, and the undertaking of contingent liabilities or other credit-like transactions, can take part in the decision-making process.

In addition, the Bank has in place the policy relating to prohibition of and criteria for granting credits and undertaking contingent liabilities or other credit-like transactions with the Bank's directors or persons with managing authority of the Bank and/or subsidiaries in the financial business group of the Bank, including the related persons thereof. Such transactions and undertakings are monitored to ensure compliance with the relevant laws and regulatory requirements.

- Conflict Management and Chinese Wall Policy and Personal Account Dealing Policy which set ethical principles, prohibitions, criteria and practice guidelines for employees to prevent access to or use of internal information on the customers that has not yet been disclosed publicly for personal benefits or benefits of any persons in relation to the employees' performance of duties assigned by the Bank.
- For undertaking major transactions, including connected transactions and/or transactions involving acquisition or disposal of core assets, CIMB Thai adheres to stringent governance protocols and regulatory requirements. These transactions are subject to appropriate review and approval processes in compliance with requirements set forth by relevant regulatory agencies.

The Bank maintains a Vendor Code of Conduct that covers ESG dimensions, which is implemented as follows:

- **Anti-Corruption**
 - The Bank adopts a zero-tolerance approach to any and all acts of bribery or corruption perpetrated by its stakeholders, including vendors with whom the Bank works or who act on the Bank's behalf.

- The Bank works with vendors who adhere to the local anti-bribery and anti-corruption legislations and laws and provide the Vendors with a safe platform to report such incidences.

➤ **Environment**

- The Bank does not condone any and all kinds of direct environmental harm while vendors execute the Bank's contracts. These include illegal logging, use of fire for clearing forest lands, natural resource development within UNESCO World Heritage sites (unless there is prior consensus with both the government authorities and UNESCO) etc.
- The Bank supports vendors who adhere to environmental laws and regulations to proactively manage their emissions / carbon footprint in conducting business, while also leveraging opportunities to create net positive impact on the environment through activities such as recycling etc.

➤ **Human Rights & Labor Practices**

- The Bank promotes values of diversity and mutual respect that is free of racial, gender, ethnic, religious or other forms of discrimination in the business conduct of vendors.
- The Bank works with vendors who abide by local regulations and does not condone forced labour, child labour, exploitation, human trafficking, and breach of basic Human Rights in relation to health, safety, education amongst others. At the same time, The Bank does not restrict the vendors' freedom of association, right to collective bargaining, and equitable opportunities for business.



Membership Associations

CIMB Thai and its representatives actively engage with key associations and advocacy organizations in Thailand to support regulatory-aligned initiatives led by the Bank of Thailand (BOT) and the Stock Exchange of Thailand (SET). As a member of the Association of International Banks (AIB) and the Thai Bankers Association (TBA), CIMB Thai's Sustainability Team participated in several industry working groups, including BOT's Thailand Taxonomy Phase 1 and Phase 2, development working group.

Association	Type of Association
The Association of International Banks (AIB)	Trade Association
The Thai Chamber of Commerce	Trade Association
Board of Trade of Thailand	Trade Association
The Thai Bankers' Association (TBA)	Trade Association
Thai Listed Companies Association (TLCA)	Trade Association
The Stock Exchange of Thailand (SET)	Regulator
The Securities and Exchange (SEC)	Regulator
Thailand Securities Depository Company Limited (TSD)	Regulator

Compliances with Laws and Regulations

As a sustainable and responsible bank, we address any non-compliance, or failure to comply with, laws and regulations that apply to the Bank. Compliance with laws and regulations gives insight into the ability of the Bank's management to ensure that we conform to robust performance parameters.

For the purposes of reporting in accordance with the GRI Standards, laws and regulations include:

- > International declarations, conventions, and treaties, national, subnational, regional, and local regulations;
- > Binding voluntary agreements made with regulatory authorities and developed as a Substitute for implementing a new regulation;
- > Voluntary agreements (or covenants), if the organization directly joins the agreement, or if public agencies make the agreement applicable to organizations in their territory through legislation or regulations.

The Stock Exchange of Thailand (SET) placed an "SP" (Suspension) sign on CIMBT shares on June 5, 2025, due to non-compliance with free-float requirements, which mandate at least 150 minor shareholders holding no less than 15% of paid-up capital. Since the rule took effect on March 25, 2024, the Bank has proactively engaged legal advisors, held five public presentations, and issued quarterly progress reports to keep shareholders and investors informed. If compliance is not achieved within one year, SET may delist the shares in June 2026, allowing a seven-day trading window before removal.

Nevertheless, the Free Float non-compliance does not impact CIMB Thai's business operations, financial performance, financial position, capital ratios, or have any material effect on the Bank's sustainability performance or stakeholder interests.



CIMB Thai's Sustainability Strategy and Approach



CIMB Thai's sustainability strategy is designed to advance customers and society while strengthening the Bank's resilience and competitiveness in Thailand's rapidly evolving regulatory and market landscape. Our approach is anchored on CIMB Group's Forward30 (2025–2030) – a six-year roadmap to accelerate growth and future proof the organisation – supported by the 4Cs levers of Capital (optimise & reallocate), Cash (build a leading deposit franchise), Cross-sell (unlock value via a one bank approach), and Capabilities (deliver simpler, better, faster propositions). In Thailand, this strategic shift was formally cascaded across the organisation after the Bank's Board approved Forward30 strategy and targets in 2025 and a CEO Townhall was held to communicate the new direction bank wide.

Within Forward30, sustainability is not treated as a standalone corporate programme – it is positioned as a core strategic pillar that shapes how CIMB Thai allocates capital, manages risks, develops client solutions, and builds capabilities. This is especially important in Thailand, where the Bank of Thailand (BOT) has framed environmental sustainability as a system level priority for the financial sector through its direction setting papers and supervisory expectations. CIMB Thai's strategy therefore begins with a clear premise: sustainability must be embedded into the Bank's business model and operating rhythm, while remaining fully aligned with the BOT's expectations for governance, strategy, risk management, and reporting.

CIMB Thai's approach recognises that the Bank's sustainability outcomes are driven through two connected transitions. The first is transitioning CIMB Thai itself – strengthening governance, policies, data systems, disclosures, operational decarbonisation and assurance readiness so the Bank can manage sustainability impacts, risks and opportunities, and meet rising stakeholder and regulatory expectations. The second is transitioning our customers and the economy – mobilising sustainable and transition finance, providing credible advisory support, and applying clear standards (taxonomy, due diligence and documentation) so that financing supports measurable progress rather than superficial claims.

To translate ambition into consistent execution, CIMB Thai relies on a structured policy ecosystem and a shared internal taxonomy of what counts as sustainable finance. At Group level, the GSSIPS framework provides the guide and internal taxonomy for CIMB's sustainable finance classification across products and services. This matters because sustainable finance increasingly depends on consistency, evidence and auditability – both to meet market standards and to maintain credibility with regulators, investors and customers.





In practice, CIMB Thai uses this shared language to ensure that sustainability linked activity – whether loans, bonds, treasury solutions, or other instruments – can be governed and reported in a structured way, with eligibility principles that evolve as taxonomies and standards mature. The Bank's sustainable finance work is also supported by disciplined reporting and transparency mechanisms, including dedicated progress reporting for labelled instruments (for example, the Bank's green bond progress reporting).

Forward30 places strong emphasis on capability building and operating effectiveness. CIMB Thai's sustainability strategy reflects this by organising work into clearly defined core functions that create repeatability, scale and accountability. In the Bank's sustainability briefings used for stakeholder engagement, these functions are described explicitly – centred on centralised governance and oversight, ESG advisory services, and a centre of excellence approach to methods, tools and standards that can be applied across the Bank. This design supports Forward30's Capabilities lever by ensuring sustainability is not dependent on individual expertise alone, but is institutionalised through procedures, tools, and training that can be adopted consistently across business units.

CIMB Thai's sustainability strategy is explicitly shaped by Thailand's regulatory direction. Internal strategy planning materials for 2025–2030 highlight the evolving regulatory pipeline, including BOT climate stress testing expectations and Thailand Taxonomy Phase 2 public hearing timelines. These elements matter operationally because they drive the Bank's priorities on data, scenario analysis, and the integration of taxonomy attributes into financing decisions and disclosures.

The sustainability external assurance for FY2025 show the Bank's move toward disciplined, standards based reporting – seeking limited assurance for energy and emissions indicators over the FY2025 reporting period, aligned to relevant standards and assurance frameworks. This assurance readiness is not simply a reporting exercise; it strengthens internal controls over sustainability data, elevates confidence in disclosures, and supports the Bank's broader ISSB IFRS aligned sustainability disclosure ambition referenced across internal planning.

CIMB Thai advances sustainable and transition finance under Group frameworks while responding to local market needs. CIMB Thai's sustainable finance strategy describes sustainability as a core pillar of the Bank's trajectory, aligned to Group commitments (including PRB and NZBA participation) and supported by mechanisms that enable capital to flow into taxonomy aligned projects and transition pathways. The Bank operationalises this through frameworks and reporting that support investor and stakeholder confidence – for instance, the Sustainability Bond Framework of 2023 and the green bond allocation and impact reporting released in 2025.

CIMB Thai's strategy and approach has an intentional focus on strengthening client facing support, including technical assistance and eligibility assessment connected to Thailand Taxonomy Phase 1–2. This is particularly important for sustainable finance: credibility depends not only on the product label, but on the quality of criteria, documentation, and monitoring that sit behind it.

CIMB Thai's sustainability strategy is also anchored on measurement discipline and performance tracking. The Bank has made progress on financed emissions workstreams, including FE reporting in its climate report and coordination with Group level publication. This reflects a broader management approach where sustainability is monitored as a set of quantitative deliverables and milestones – covering business outcomes, methodology development, and disclosure readiness – rather than as a purely qualitative aspiration.

Finally, CIMB Thai's sustainability strategy emphasises enterprise wide integration – ensuring that sustainability priorities are reflected in how teams plan, execute and report. The presence of recurring internal strategy and blueprints with Forward30 updates and sustainability workstreams, indicates that sustainability is treated as a regular governance agenda rather than an annual reporting cycle. This operating rhythm is a critical enabler of Forward30's various levers, because it is how sustainability becomes embedded into routine decision making and cross functional delivery.



CIMB Thai's Sustainability Pillars

CIMB Thai's sustainability strategy is anchored in four pillars that translate commitment into disciplined execution. In 2025, as we advance under Forward30, these pillars provide a clear line of sight from purpose to delivery – supporting growth with responsibility, strengthening risk stewardship, enabling Simpler, Better, Faster (SBF) ways of working, and elevating the quality and credibility of our reporting and disclosure.

Together, the pillars work as an integrated framework across our operating model: from how we run our own operations, to how we design sustainable finance solutions, to how we govern emerging risks and regulatory expectations, and how we convene stakeholders to accelerate the transition.

Sustainable Action – Responsible operations, powered by credible climate action

We focus on reducing our operational footprint through practical decarbonisation measures and verified environmental instruments. In 2025, our operational climate action continues to be reinforced through renewable-energy mechanisms and disciplined tracking, supported by Renewable Energy Certificates (RECs), including 6,500 MWh REC purchase for 2025, alongside continued carbon-credit management that supports carbon-neutral programmes.





Sustainable Business – Embedding sustainability into products, taxonomy implementation, and portfolio outcomes

We generate sustainable profits by delivering products and services that create measurable environmental and social impact, anchored by our Green, Social, Sustainable Impact Products and Services (GSSIPS) approach and supported by structured deal tracking and governance.

This pillar is closely tied to Thailand's sustainable finance infrastructure: CIMB Thai has operationalised and continues to apply Thailand Taxonomy Phase 1 and Phase 2 within lending evaluation through an internal classification tool, and in 2025 we continued to support market-wide adoption as Thailand Taxonomy Phase II was launched and integrated into green loan and transition-financing practices.

We also uphold transparent stewardship of our own green-labelled issuance – most notably the Bank's THB 2,000 million subordinated green bond (Tier 2) issued in October 2024 – governed under our Sustainability Bond Framework 2023 with progress reporting.

In parallel, we strengthen portfolio climate accountability through Financed Emissions (PCAF) capability building and readiness activities, reinforcing that sustainable finance growth is accompanied by credible measurement and controls.

Governance & Risk – Rigorous oversight, climate risk capability, and regulatory alignment

Robust governance and proactive risk management remain central to our sustainability agenda. In 2025, our climate-risk workstreams continue to mature through climate scenario analysis aligned with TCFD, supporting climate-related disclosure planning through the Climate Report for FY2024, aligned with IFRS S2 expectations.

We also strengthen resilience through structured collaboration with risk and control functions in supervisory and regulatory programmes – including Bank of Thailand (BOT) climate stress test processes and documented follow-up engagements on methodology and outcomes, both on physical risk and transition risk.

Across governance forums, sustainability priorities are surfaced early, assessed with appropriate challenge, and operationalised with clear accountability – ensuring alignment with evolving regulatory expectations on sustainable and transition finance, taxonomy development and dissemination, and climate risk management.

Stakeholder Engagement & Advocacy – Convening action and building capability at scale

We recognise that meaningful progress requires collaboration and shared purpose. In 2025, we continued to build capability and advocacy with employees, clients, regulators, and communities through structured programmes and flagship convenings. Our signature platform, The Cooler Earth Series 2025, brought stakeholders together under the theme “Cooler Earth, Warmer Ventures: Igniting Sustainable Entrepreneurship for a Greener Future,” delivered as a carbon-neutral event with 7 tCO₂e offset, and served as a launch platform for the “Sustainability360 Advisory Program”.

Through these engagements, we strengthen sustainability literacy, expand practical pathways for clients and partners, and amplify collective action toward Thailand's transition and broader sustainable development outcomes.

These four pillars collectively provide a coherent framework for CIMB Thai to deliver long-term value for stakeholders – anchored in integrity, guided by strategy, and measured through credible outcomes.



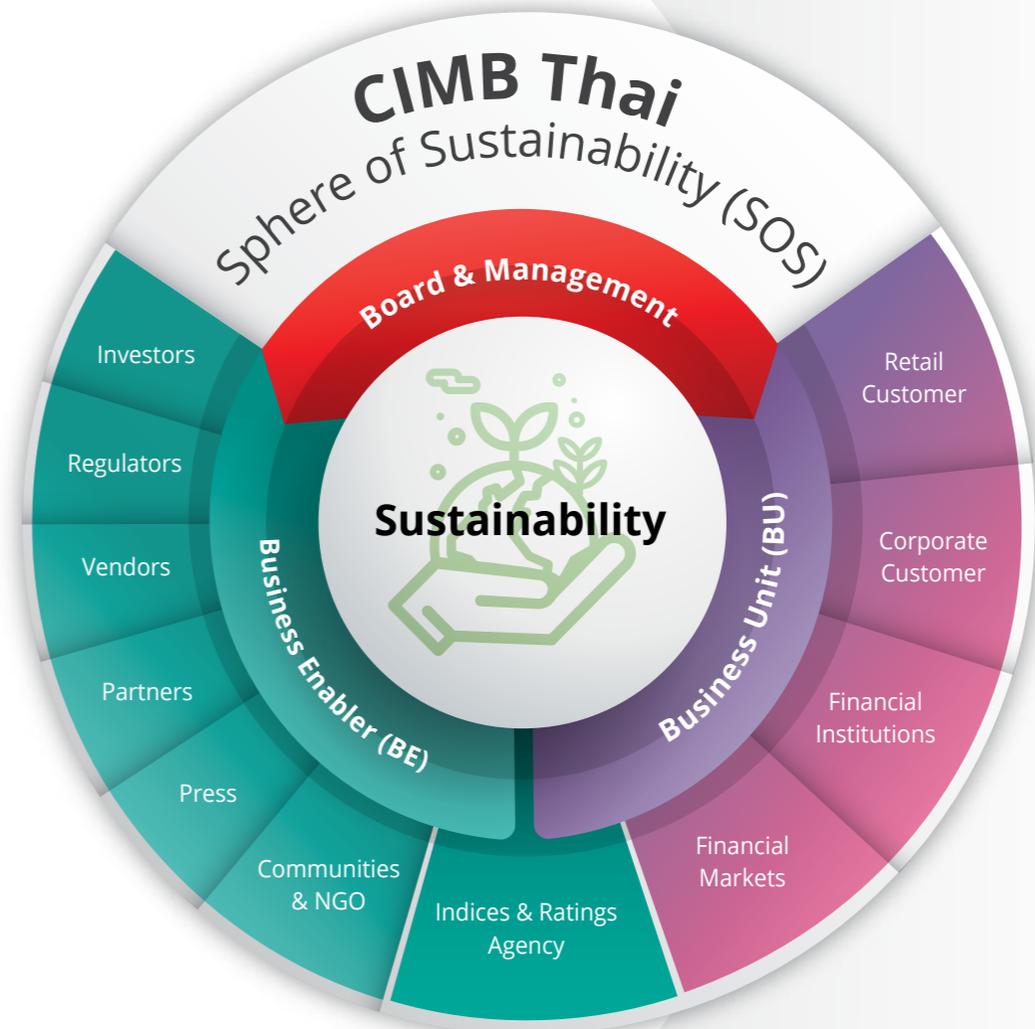
CIMB Thai's Sphere of Sustainability (SOS)

With Forward30 as our strategic anchor and with regulatory alignment, disciplined sustainable finance classification, assurance ready data and capability building in place, CIMB Thai operationalises sustainability through an organisation-wide model that connects governance, business units, enablers and stakeholders. This is expressed through CIMB Thai Bank's Sphere of Sustainability (SOS) – our practical framework for embedding sustainability at the core of the Bank and cascading responsibility and action across the organisation and our ecosystem.

CIMB Thai Bank's Sphere of Sustainability (SOS) is a comprehensive, enterprise-wide approach to integrating sustainability across the Bank's strategy, operations, and stakeholder relationships. Designed to manage sustainability-related impacts, risks, and opportunities (IRO) spanning Economic, Environmental, and Social dimensions, the SOS ensures that sustainability considerations are systematically embedded into business decision-making at every level. This enables the Bank to meet both CIMB Thai and CIMB Group's sustainability commitments and targets – annually and over the longer term toward 2030 and 2050.

The framework is structured as three concentric layers, with Sustainability positioned at the core. The middle layer comprises the Board, Management Committee, and Business Units and Enablers who translate sustainability commitments into actionable strategies. The outermost layer encompasses external stakeholders whose engagement is essential to driving sustainability progress and creating shared value. By maximising positive impacts and mitigating negative ones, CIMB Thai aims to drive sustainable growth and create long-term value for all stakeholders.

CIMB Thai Bank's Sphere of Sustainability (SOS)





Core: Sustainability

Sustainability lies at the heart of the Sphere, reflecting its centrality to CIMB Thai's purpose, strategy and operations. This positioning underscores the Bank's commitment to embedding sustainability considerations into all aspects of its business, from product development and client engagement to risk management and operational efficiency, bringing the values of "sustainable and responsible banking" to life. The core serves as the foundation from which all sustainability-related policies, initiatives, and targets emanate.

The Bank and CIMB Group's Sustainability commitments, targets and roadmaps are brought to life through various initiatives and processes implemented through the four pillars of Sustainability as presented in the previous section.

Middle Layer: From the Board and Management Committee to the Business Units and Business Enablers

The middle layer represents the governance and operational mechanisms through which sustainability is institutionalised across the organisation. The Board of Directors provides ultimate oversight of sustainability-related impacts, risks, and opportunities, ensuring their integration into strategic planning and enterprise-wide decision-making. The Management Committee, supported by its sub-committees, translates Board-level directives into actionable strategies and monitors implementation progress. Business Units (BUs) and Business Enablers (BEs) are responsible for operationalising sustainability within their respective domains, developing unit-specific roadmaps aligned with the Bank's overarching sustainability strategy. This layer ensures that sustainability commitments are not merely aspirational but are systematically cascaded throughout the organisation with clear accountability and oversight mechanisms.

Outer Layer: Creating Positive Impacts, and Reducing Negative Impacts with our External Stakeholders

The outermost layer represents CIMB Thai's external stakeholders, including investors, regulators, vendors and partners, media, communities and civil society organisations, retail and corporate customers, and peer financial institutions. Engaging and collaborating with these stakeholders is crucial for understanding evolving sustainability expectations, driving collective progress on systemic sustainability challenges, and creating shared value. The Bank maintains structured engagement mechanisms to facilitate two-way dialogue, ensuring that stakeholder feedback informs strategy refinement while the Bank's sustainability initiatives contribute to broader ecosystem development.



To translate the SOS framework into tangible outcomes, CIMB Thai employs a multi-pronged approach encompassing governance integration, risk management alignment, capacity development, and stakeholder engagement.

1. **Cascading Sustainability throughout the Organisation:**

Sustainability policies, procedures, commitments, and targets are systematically cascaded from the Board and Management Committee to the working levels of Business Units and Business Enablers, and onwards to relevant business relationships and stakeholders. This cascading approach ensures alignment across all organisational levels while maintaining flexibility for context-specific implementation. Correspondingly, feedback, expectations, and assessments from stakeholders are conveyed back through frontline touchpoints within BUs and BEs to the Bank's governance structure, creating a dynamic feedback loop that enables continuous improvement. The Sustainability Team serves as the coordinating function, facilitating collaboration between responsible persons across BUs and BEs under the guidance and direction of the Board and Management Committee.

2. Three Lines of Defence: CIMB Thai has established a clear structure covering three lines of defence for sustainability and environmental risk management, aligned with Bank of Thailand supervisory expectations and Thai Bankers' Association standard practice:

- a. First Line** – Customer-facing Business Units, including credit analysts, bear responsibility for conducting preliminary assessment and management of environmental and social risks and impacts to ensure that business decisions adequately consider these factors. This involves incorporating relevant inquiries about environmental and social considerations and impacts into procedures for accepting new clients, scrutinising existing clients' risk profiles, and identifying high-risk sectors and activities.
- b. Second Line** – The Risk team and the Sustainability Team have incorporated sustainability-related risks and impacts into the Bank's risk assessment framework. It is essential to establish risk assessment frameworks that not only integrate environmental and social considerations but also balance decision-making authority. This involves possessing the authority to challenge decisions made by the first line, ensuring alignment of the sustainability risk assessment process with the organisation's risk appetite, relevant regulations, and applicable laws.
- c. Third Line** – Internal audit units maintain independence in their audit of the risk management outcomes, internal control mechanisms, and associated monitoring processes. This independence is crucial to guarantee that overall organisational practices effectively uphold sustainability risk management in a comprehensive, end-to-end manner.

3. Embedding Sustainability in Business Units: Business Units develop sustainability roadmaps aligned with the Bank's and the Group's overarching sustainability strategy. Key initiatives include the development and deployment of sustainable finance products, integration of ESG factors into credit risk assessment and product development, enhancement of operational resource efficiency, and inclusion of sustainability key performance indicators in Business Unit and Business Enabler scorecards. This systematic embedding ensures that sustainability is not treated as a peripheral concern but as an integral component of business performance and accountability.

4. Capacity Building: Extensive sustainability training is conducted for employees at all levels, recognising that effective implementation requires organisation-wide capability development. This includes foundational e-learning modules accessible to all staff, as well as in-depth workshops for senior management and designated sustainability champions within each division. The Bank's capacity building programme is designed to develop both technical competencies in sustainability assessment and reporting, and the mindset required to identify sustainability-related impacts, risks, and opportunities in day-to-day business activities.



5. Stakeholder Engagement: Proactive engagement with stakeholder groups is undertaken to understand their sustainability-related impacts, expectations, and requirements, and to develop mutually beneficial solutions. This includes structured dialogue with investors and analysts, collaborative engagement with regulators on policy development, partnership programmes with corporate clients on transition planning, and community engagement initiatives. The Bank recognises that many sustainability challenges are systemic in nature and can only be addressed through collective action across the financial ecosystem.

6. Enhancing Disclosures: Sustainability reporting and disclosures are continually enhanced, including the publication of an annual Sustainability Report aligned with international frameworks and standards. The Bank actively participates in key sustainability reporting initiatives by regulators, standard-setters, and market operators, contributing to the development of disclosure practices that serve the information needs of investors and other stakeholders.

The Bank's Sphere of Sustainability offers a structured approach to managing the Bank's sustainability-related impacts, risks, and opportunities across economic, environmental, and social dimensions. With sustainability at its core, this framework integrates sustainability considerations into governance mechanisms, business strategies, operational practices, and stakeholder relationships.

The Sustainability Team's strategic administration and multi-pronged approach to operationalisation have been instrumental in driving sustainability performance. As CIMB Thai progresses on its sustainability journey, every member within each level of the Sphere of Sustainability will be crucial in strengthening the Bank's position as a sustainability leader, creating long-term value for shareholders and stakeholders alike, and contributing to Thailand's sustainable development.

The Sustainability Team plays a vital role in holding the SOS framework together and ensuring its effective implementation. Under the leadership of the Head of Sustainability, the team drives key aspects of the sustainability agenda:

1. Fostering collaboration and coordination among various sustainability leads to embed sustainability across the Bank
2. Providing expert guidance on developing and implementing sustainability policies, programmes, and initiatives aligned with global best practices and regulatory requirements
3. Serving as the main liaison for regulatory and industry stakeholders on sustainable and transition finance matters
4. Building sustainability capacity and knowledge through training, e-learning, and stakeholder events
5. Monitoring and reporting on sustainability performance against targets and commitments

The team's diverse expertise in sustainable finance, sustainability strategy and risk management, sustainability reporting, and stakeholder engagement enables comprehensive support for operationalising the SOS framework and advancing CIMB Thai's sustainability ambitions.



Our Sustainability Targets and Commitments

Our philosophy is simple: sustainability must be embedded into how we run the Bank, how we serve clients, and how we manage risk and impact rather than treated as a standalone programme.

In FY2025, we continued to deepen this integration by focusing on the day-to-day disciplines that make sustainability real: consistent decision pathways, clear accountability, and reliable data. Sustainability is approached as both risk management and value creation, helping us strengthen resilience, support customer transition, and build long-term trust with stakeholders.

At CIMB Thai, we respect Human Rights and apply a precautionary approach – “where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation”, taking due care and diligence to prevent and minimise environmental harm while promoting social equality and equity. We are guided by internationally recognised principles and organisations, adopting practices consistent with the size, scale and complexity of our business and risk profile.

Our commitments apply across the Bank's activities and business relationships. They are designed to be practical and usable: read, understood, and acknowledged where appropriate by employees, relevant governance bodies, and business partners.

Sustainability-related policies and procedures are managed under the Sustainability function as policy owner. This includes drafting and localisation in alignment with Group direction and regulatory expectations, seeking governance approvals, and ensuring that affected stakeholders are trained and informed.

We reinforce adoption through both formal and informal channels—meetings and briefings, internal updates, policy announcements, and structured training. Where appropriate, expectations are embedded into operational workflows so that sustainability requirements are not ‘remembered’, but consistently executed.

Consistent with prior years, we continue to focus on seven United Nations Sustainable Development Goals (SDGs) that most directly reflect our sustainability context and program design:

- SDG 8: Decent Work and Economic Growth
- SDG 9: Industry, Innovation and Infrastructure
- SDG 10: Reduced Inequalities
- SDG 12: Responsible Consumption and Production
- SDG 13: Climate Action
- SDG 15: Life on Land
- SDG 16: Peace, Justice and Strong Institutions

Our Green, Social, Sustainable Impact Products and Services (GSSIPS) framework supports this focus by translating sustainability objectives into practical, governed products and services.

We align our sustainability approach with leading global frameworks relevant to responsible banking and climate governance. These frameworks support comparability, strengthen our risk discipline, and help ensure our disclosures and market practices remain credible as expectations evolve.

- UNEP FI Principles for Responsible Banking (PRB)
- Net-Zero Banking Alliance (NZBA)
- Glasgow Financial Alliance for Net Zero (GFANZ)
- Network for Greening the Financial System (NGFS)

Sustainability Policy (SP)

Our Sustainability Policy establishes the overarching foundation for integrating environmental, social and economic considerations into governance, risk management, decision-making and the management of business relationships. It applies across business units and operations, covering relationships with clients, investees, suppliers, business partners and employees.

In practice, the policy frames sustainability risk as financial and non-financial risk arising from environmental, social and governance factors—including climate change and biodiversity loss, human rights and employee well-being, and economic and ethical conduct risks. The policy supports a structured approach to identifying, assessing and managing sustainability risk across both internal operations and the wider value chain.

In FY2025, we strengthened the policy's operational backbone through a more complete set of supporting procedures that translate principles into repeatable controls and evidence-based execution. Key Sustainability Procedures under the Sustainability Policy umbrella include:

1. Sustainability Risk Management – minimum requirements for sustainability due diligence (including basic and enhanced due diligence), high-risk escalations and notifications, and a consistent process flow for managing sustainability risk.
2. GSSIPS – structured review and approval expectations for sustainability-themed products, taxonomy alignment, deals eligibility to reinforce credible classification and reduce sustainability risk such as greenwashing.
3. Sustainability communications governance – structured internal review pathways for sustainability-related communications and disclosures to support accuracy, transparency and appropriate approvals before external release.



Sustainable Financing Policy (SFP)

Our Sustainable Financing Policy guides the integration of environmental and social considerations into financing and capital-raising decisions for relevant customer segments. The policy is applied through structured sustainability due diligence and clear escalation pathways for higher-risk cases.

Sustainability due diligence is designed to identify, assess and manage risks associated with clients and sectors that are most vulnerable to environmental and social impacts. The policy is intended to be read together with related sustainability principles and sector guidance so that assessments remain consistent, risk-based and defensible.

In FY2025, we reinforced the practical governance of sustainable financing through clearer definitions, more systematic use of sector guidance, and stronger monitoring mechanisms. Key refinements include:

- Sector and guidance integration – references to sector guidance are incorporated more actively into financing assessment and monitoring. Clearer sector definitions and sector-specific minimum standards are there to support consistent decision-making.
- Sustainability Watchlist – clear criteria for watchlist inclusion, i.e. cases where agreed action plans remain unfulfilled after follow-ups, and strengthened monitoring mechanisms and consequences for non-compliance.
- Expanded risk lens – assessment guidance strengthened to cover physical risk, transition risk, human rights risk and reputational risk.

High-risk sector expectations continue to be supported through High Sustainability Risk Sector guidance, which provides sector-specific practices and minimum standards to guide evaluation of environmental and social impacts. The guidance includes sector guides covering, among others: construction and infrastructure, forestry, oil and gas, mining and quarrying, and manufacturing.

Environmental Management Policy (EMP)

Our Environmental Management Policy provides the framework for managing key aspects of our operational environmental footprint, including energy, water, waste, and greenhouse gas management. The policy supports disciplined governance of environmental performance and data, recognising that credible progress depends on both targets and the systems that measure them.

In FY2025, we strengthened environmental data governance by formalising a Carbon and Energy Data Operations Guideline for managing Scope 1 and Scope 2 carbon and energy data through a cloud-based platform. This approach is designed to support reliable data collection and management that meets limited assurance expectations for energy, Scope 1 and Scope 2 data.

The Guideline establishes a maker-checker model with clearly defined roles:

- **Maker:** Building Management Team (PAM Division) – responsible for collecting and entering monthly headquarters data (e.g., fuel, refrigerants, electricity).
- **Maker:** Branches Operations Team (Digitalization, Operations and Channels Division) – responsible for collecting and entering monthly branch electricity data (and other branch-related operational data where applicable).
- **Checker:** Sustainability Team – acts as platform administrator and checker, reviewing and approving submissions, maintaining system configuration, and preparing outputs for reporting and assurance.

Makers submit monthly activity data with supporting evidence (such as bills, invoices and maintenance reports). Entries remain pending until reviewed and approved by the checker. This segregation of duties strengthens data integrity, maintains an audit trail, and supports assurance readiness.

The Operations Guideline also reinforces data quality practices, including evidence attachment, anomaly checks, and a monthly timeline and checklist to ensure completeness and timely closure. To reinforce confidence in disclosed environmental indicators, CIMB Thai continues to seek third-party limited assurance over selected energy and Scope 1 and Scope 2 emissions indicators within the operational boundary for the FY2025 reporting period.



Human Rights Policy

Our Human Rights Policy reflects a risk-based approach focused on impacts to people. The policy is grounded in internationally recognised frameworks, including the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, and core International Labour Organization conventions.

The policy establishes our commitments and methodologies for identifying, preventing, mitigating, and addressing human rights impacts across our operations and business relationships. This includes relationships with clients and customers, suppliers and outsourcing partners, joint ventures, investees, employees, and corporate responsibility partners.

We take a proactive approach to integrating human rights considerations into decision-making processes such as lending, investments, procurement and operations. We also commit to transparency, tracking effectiveness of actions, open engagement, and cooperating in remediation in line with our responsibility.

Taken together, our Sustainability Policy, Sustainable Financing Policy, Environmental Management Policy and Human Rights Policy provide a coherent architecture for how sustainability is governed and operationalised at CIMB Thai. In FY2025, the focus continued to be on making the system stronger in practice, clearer procedures, stronger controls, and more auditable data foundations so that our commitments can be executed with consistency and credibility.



About CIMB Thai's Sustainability Report 2025

CIMB Thai's Sustainability Report 2025 presents an objective and holistic view of our sustainability journey and provides a structured basis for reflecting on both progress and the challenges we continue to navigate. By documenting our approach and outcomes transparently, we strengthen our ability to refine priorities, enhance execution discipline, drive continuous improvement, and reinforce long-term resilience so that we can create sustained value for stakeholders and thrive over time.

CIMB Thai has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025 (FY2025). The reporting scope generally covers CIMB Thai Bank and its subsidiaries, namely CIMB Thai Auto Company Limited and WorldLease Company Limited. For clarity, specific environmental metrics that are externally assured, namely energy and electricity, as well as Scope 1 and Scope 2 emissions, are reported only on the Bank and its branches. The Bank's annual sustainability reporting is aligned with the same reporting period as covered in its Annual Registration Statement/Annual Report 2025 (Form 56-1 One Report).

This Sustainability Report and its contents have been approved and reviewed by our highest governance body, i.e., the Board of Directors. For any questions or clarifications with regard to this Sustainability Report, the Sustainability Team can be contacted via email: Sustainability@cimbthai.com.

For the purposes of Sustainability Reporting, the GRI Standards 2021 are effective for reports or other materials published on or after 1 January 2023. The new GRI Universal Standards 2021 include:

- GRI 1: Foundation 2021
- GRI 2: General Disclosures 2021
- GRI 3: Material Topics 2021

Further, this Sustainability Report adheres to the GRI Standard's Reporting Principles, and also includes references and alignments to:

1. Securities and Exchange Commission's Annual Registration Statement (Form 56-1)
2. United Nations Sustainable Development Goals (UN SDGs) Reporting
3. United Nations Environment Programme Finance Initiative Principles for Responsible Banking (UNEP FI PRB)
4. International Sustainability Standards Board (ISSB) — IFRS S2 Climate-related Disclosures
5. TBA Industry Handbook – Internalizing Environmental and Climate Change Aspects into Financial Institution Business for Banks

In 2025, CIMB Thai's Sustainability Report is disclosed and published in English only.

In 2024, the Bank completed an internal Stakeholder Engagement, Impact Assessment, and Materiality (SIM) refresh to confirm its Material Topics. In FY2025, we continue to employ the Material Topics as established in 2024 to maintain consistency, comparability, and continuity in how we manage and report our most significant impacts, risks, and opportunities. The next SIM Material Topic refresh is scheduled to be carried out in 2026, in line with our SIM cycle and governance approach.

Our Identification and Management of Material Topics

As CIMB Thai advances our commitment to responsible and sustainable banking, we recognise our obligation to identify, manage, and transparently report on the most significant impacts arising from our activities and business relationships across economic, environmental, and social dimensions—including impacts on human rights.

Since 2022, the Bank established our Stakeholder Engagement, Impact Assessment, and Materiality (SIM) process to systematically determine our Material Topics. This process is grounded in the rigorous identification and assessment of impacts across our business activities and relationships, and is designed to be systematic, documented, and replicable across reporting periods. While closely aligned with our sustainability reporting cycle,



impact identification and stakeholder engagement are conducted as continuous activities that inform but are not confined to the annual reporting process.

The SIM framework is built upon three core elements: Stakeholder Groups, Stakeholder Interests, and Sustainability Impacts.

Stakeholders are individuals or groups whose interests are affected, or could be affected, by the Bank's activities. An interest represents something of value that may be influenced by our operations. Stakeholders often hold multiple interests, though not all carry equal significance. Among social interests, human rights hold particular weight as entitlements protected under international law. Accordingly, the most acute impacts we may have on people are those that adversely affect their human rights.

Stakeholder interests can be positively or negatively affected through our business activities and relationships. The Bank employs due diligence processes—aligned with the UN Guiding Principles on Business and Human Rights and OECD Guidelines for Multinational Enterprises—to identify interests that are, or could be, negatively affected, enabling proactive management and mitigation.

Sustainability impacts are identified through our ongoing due diligence activities and our structured stakeholder engagement and impact assessment process, which encompasses all economic, environmental, and social dimensions relevant to the Bank.

A sustainability impact refers to the effect the Bank has, or could have, on the economy, environment, and people—including effects on their human rights, as a result of our activities or business relationships. These impacts may be actual or potential, negative or positive, short-term or long-term, intended or unintended, and reversible or irreversible. Collectively, they reflect the Bank's contribution to sustainable development.

In identifying impacts, we consider not only our direct operations but also impacts arising through our value chain and business relationships, including those linked to our lending, investment, and client advisory activities as a financial institution.

In accordance with the GRI Standards 2021, the Bank determines its material topics through five key stages:

Stage 1: Establishing the List of Sustainability Topics

We establish baseline parameters for impact assessment through a predetermined list of sustainability topics, developed with reference to: the Bank's context as a financial institution operating in Thailand; sustainability topics commonly associated with the banking and financial services sector; regulatory expectations including those from the Bank of Thailand and Securities and Exchange Commission Thailand; and alignment with CIMB Group's regional sustainability framework.

This list reflects how the Bank causes, contributes to, or is directly linked to positive or negative sustainability impacts through our operations and business relationships. Unless significant changes occur in our organisational structure or operational model, this list forms the foundation for each materiality cycle.

Stage 2: Engagement with Stakeholders and Experts

We engage with relevant stakeholder groups—including employees, customers, regulators, investors, communities, and civil society—to understand their priorities, concerns, and perspectives on sustainability matters. The Bank also seeks input from subject matter experts, both internal and external, to ensure our assessment reflects technical and sectoral knowledge beyond stakeholder perspectives alone.

Stage 3: Impact Assessment and Prioritisation

Through systematic assessment, we evaluate the significance of identified impacts to determine which sustainability topics qualify as material. For negative impacts, significance is assessed based on their severity, which comprises: scale (how grave the impact is), scope (how widespread the impact is), and irremediable character (how difficult it is to counteract or remedy the resulting harm). For potential negative impacts, likelihood of occurrence is also considered. For positive impacts, significance is assessed based on their scale and scope.

Negative and positive impacts are prioritised separately; positive impacts cannot offset or compensate for negative impacts in our materiality determination.

A topic is determined as material when it represents one of the Bank's most significant impacts on the economy, environment, or people—regardless of whether it presents financial risk or opportunity to the Bank.

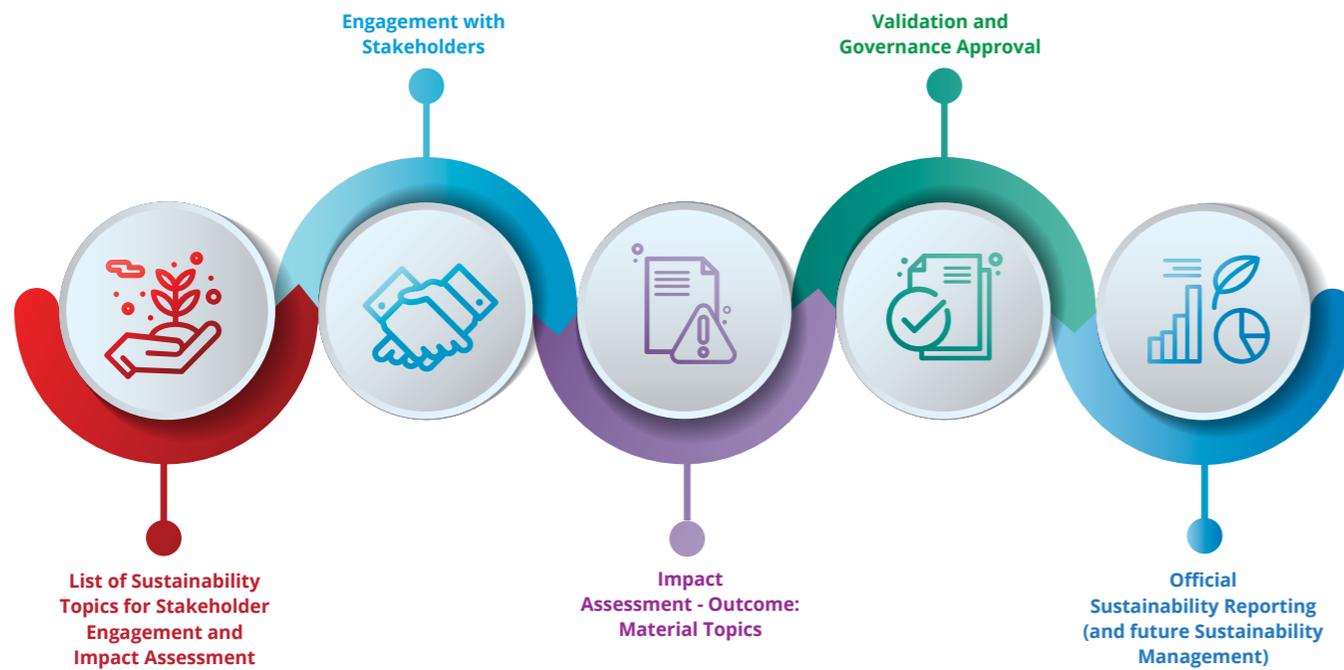
Stage 4: Validation and Governance Approval

Material topics undergo validation by the Sustainability Team and are reviewed by the Bank's sustainability governance bodies, including the Sustainability Management Committee and Board-level oversight through the Board Risk, Compliance and Sustainability Committee. This governance review ensures material topics are consistent with the Bank's strategic priorities, regulatory obligations, and stakeholder expectations.



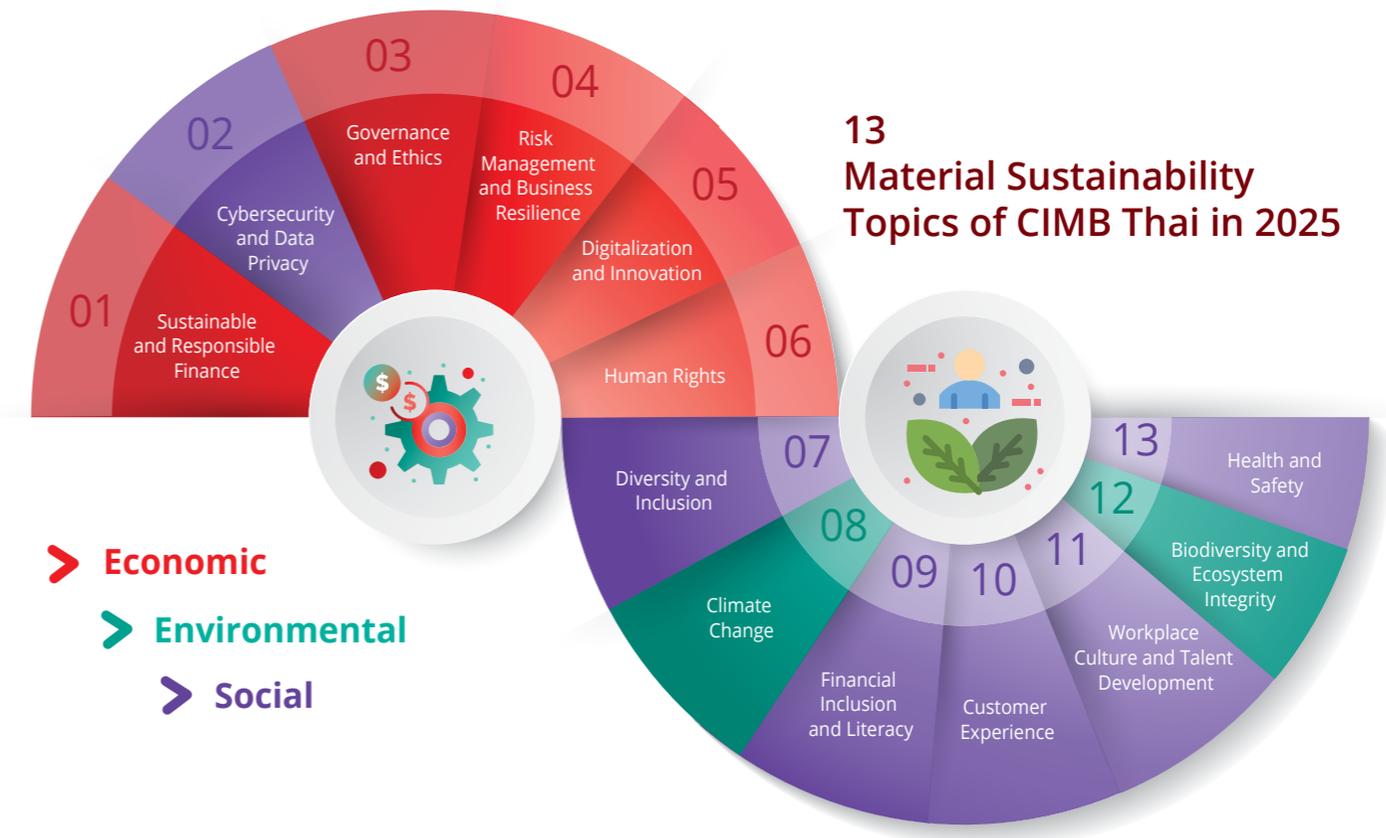
Stage 5: Official Sustainability Reporting and Ongoing Management

Validated material topics are disclosed in our sustainability reporting, with each topic addressed through Disclosure 3-3 (Management of Material Topics) as required by the GRI Standards. Material topics are also integrated into the Bank's ongoing sustainability management approach, with progress monitored throughout the reporting period.



The Bank refreshes its SIM process biennially, in alignment with CIMB Group, or when significant organisational or operational changes occur. This approach ensures our Material Topics remain current and relevant. Between materiality cycles, the Sustainability Team and governance bodies actively manage and monitor these topics and their associated outcomes.

For this reporting period, there are no changes in Material Topics in 2025, whereby the Material Topics remain the same as 2024.





External Assurance

To strengthen the quality and credibility of the Bank's sustainability reporting for the financial year ending 31 December 2025, selected environmental disclosures will be independently assured by an external assurance provider, PwC. The assurance engagement focuses on key indicators relating to the Bank's operational energy use and greenhouse gas (GHG) emissions.

For FY2025, the Bank sought limited assurance over three (3) GRI indicators, aligned to the GRI Standards and the GHG Protocol, covering Scope 1 and Scope 2 emissions. The assurance scope covers the reporting period 1 January 2025 to 31 December 2025 and includes:

- GRI 302-1 Energy consumption within the organisation
- GRI 305-1 Direct (Scope 1) GHG emissions
- GRI 305-2 Energy indirect (Scope 2) emissions — market-based and location-based

The engagement in 2025 was conducted as a limited assurance engagement. In a limited assurance engagement, the practitioner gathers sufficient appropriate evidence to conclude that the subject matter is plausible in the circumstances, and issues a limited assurance report in accordance with International Standard on Assurance Engagements (ISAE) 3000 ("Assurance Engagements other than Audits or Reviews of Historical Financial Information") and ISAE 3410 ("Assurance engagements on greenhouse gas statements").

In this context, "sufficient" refers to the quantity of evidence obtained, which varies depending on the risk profile and the engagement circumstances.

For the year ending 31 December 2025, the boundary for sustainability assurance includes CIMB Thai Bank Public Company Limited, covering the Head Office and all branches in Thailand. (For clarity, while the Bank's wider sustainability reporting boundary may reference subsidiaries, the assurance scope described for FY2025 is stated to cover the Bank's head office and branches).

The external assurance work follows a structured process that includes planning, process walkthrough and understanding of data collection, risk assessment, substantive testing, and review of consolidated data, followed by clearance and sign-off steps.

Restatement of information

The Bank has not restated any information from previous reporting periods in this report. The measurement methodologies, data collection processes, reporting boundaries, and definitions applied remain consistent with those used in our Sustainability Report 2024, as well as those set out in the separate CIMB Thai Climate Report 2023 and 2024. Where enhanced data granularity or additional disclosures have been introduced in 2025, these represent new information rather than corrections to previously reported figures.



**GOVERNING
SUSTAINABILITY**
Oversight & Risk Resilience



Governing Sustainability: Oversight & Risk Resilience



As expectations on financial institutions continue to evolve in 2025, CIMB Thai Bank recognizes that effective governance and risk management are essential to maintaining trust, stability, and long-term value creation. The Bank's governance framework provides a strong foundation to navigate regulatory developments, manage financial and non-financial risks, and support sustainable business practices.

CIMB Thai Bank operates in full compliance with Thailand's regulatory requirements for listed companies and financial institutions, complemented by clear internal policies, ethical standards, and Board-level oversight. Together, these elements promote responsible leadership, robust controls, and transparent engagement with stakeholders.

Through the consistent application of these governance principles, the Bank reinforces its commitment to integrity, accountability, and sustainable growth in a dynamic operating environment.

Key Highlights: Governance and Risk pillar in 2025

1. CIMB Thai sustained strong governance performance in 2025, achieving an Excellent (5-Star) Corporate Governance Report (CGR) rating for the sixth consecutive year, with a score of 95.
2. The Bank advanced climate-related governance and disclosure by publishing its Climate Report 2024—aligned with IFRS S2—for Management Committee and Board approval in December 2025, strengthening readiness for future climate-related financial disclosures.
3. CIMB Thai strengthened its climate-risk management framework through the localisation and implementation of its Climate Risk Management Standard (CRMS) based on CIMB Group's CRMS.
4. The Bank materially progressed its climate-risk and supervisory readiness through the 2024-2025 Bank of Thailand (BOT) Climate Risk Stress Test work program, including climate-risk database development, physical-risk-related mapping, model development, and related training, with milestones completed ahead of timeline.
5. Sustainability TH further institutionalised governance through a cross-functional Sustainability Control Tower and working-group structure that supported MC and Board oversight, coordinated IFRS S1 / S2 reporting, and strengthened bank-wide management of sustainability, climate, and disclosure matters.
6. CIMB Thai maintained robust anti-corruption governance in 2025, with no material bribery or corruption risk identified through risk assessment and no allegations or complaints raised by key regulators.

Material Topics in Governance and Risk Pillar

Section	Material Topics	Ranking in Overall 13 Material Topics
Governance and Ethics	Governance and Ethics	3
	Human Rights	6
Risk Management and Business Resilience	Risk Management and Business Resilience	4



Governance and Ethics

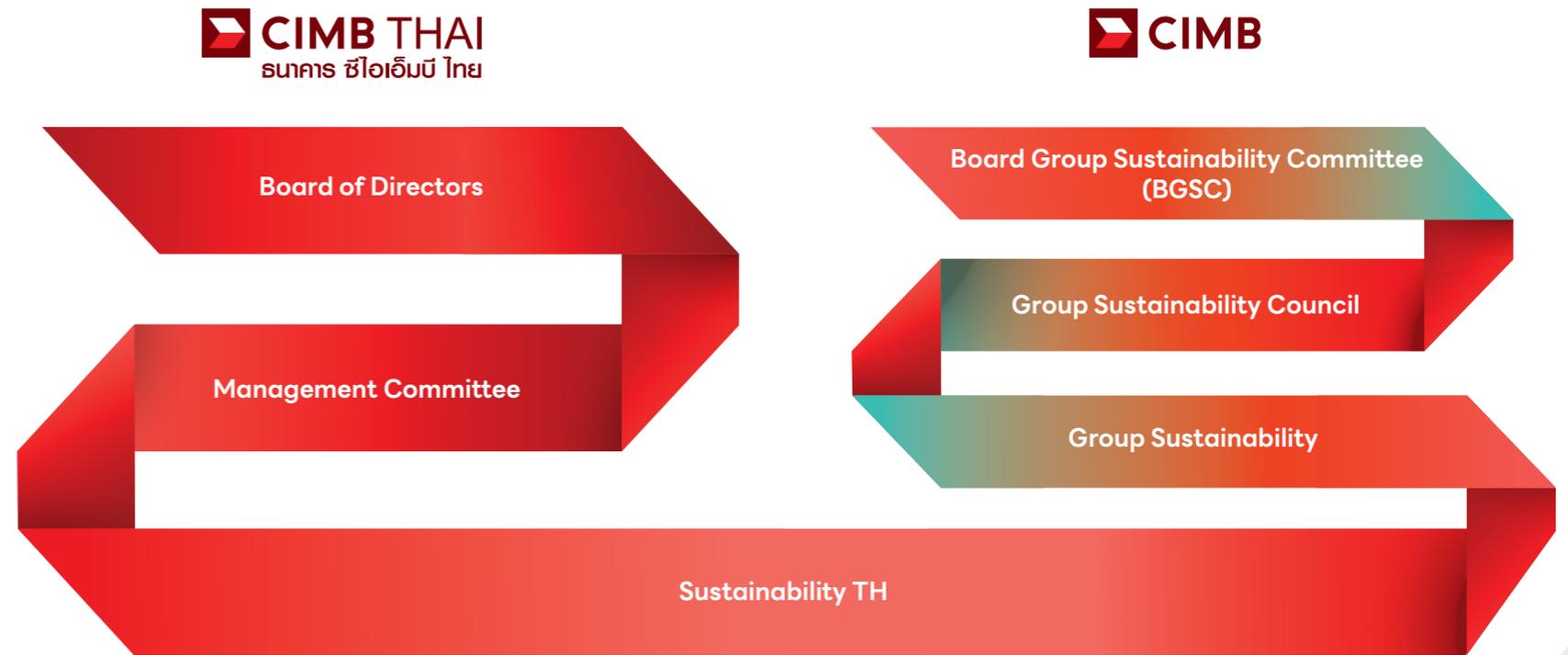
CIMB Thai's Sustainability Governance Structure

At present, the Bank's approach to overseeing Sustainability is integrated within its existing governance structure. The Board as a whole, along with its Nomination, Remuneration and Corporate Governance Committee and Board Risk and Compliance Committee provide oversight on Sustainability in their respective committees. In addition, CIMB Thai as a part of CIMB Group, also implements group-wide governance of Sustainability under the Board Group Sustainability Committee (BGSC).

The BGSC consists of Board members of CIMB Group. It convenes every quarter and assists the Group in fulfilling its responsibilities in advocating and fostering a culture of sustainability, ethical conduct, and integrity in our group-wide corporate DNA.

The BGSC provides oversight into implementing the Group's sustainability and climate change strategy, where we aim to proactively create a net positive impact on our material matters. The committee also oversees the management of bribery, corruption and other related risks across the entire Group.

Overview of CIMB Thai's Sustainability Governance Structure





Roles & Responsibilities

Board of CIMB Thai



Strategic Oversight: Define and uphold the institution's vision, mission, and strategic direction, ensuring that all activities align with these core principles.



Policy Approval: Review and approve major policies, including those related to sustainability, risk management, and corporate governance, to guide the institution's operations effectively.



Risk Management and Internal Controls: Establish a comprehensive risk management framework that identifies, assesses, and mitigates potential risks, including financial, operational, and sustainability-related risks.



Regulatory Compliance and Corporate Governance: Monitor compliance with all relevant laws, regulations, and guidelines, ensuring that the institution meets or exceeds the standards set by regulatory bodies.



Financial Performance and Capital Adequacy: Review and monitor the institution's financial performance, ensuring sound financial management and the achievement of strategic financial objectives.



Sustainability and Corporate Responsibility: Oversee the integration of environmental, social, and governance (ESG) considerations into the institution's business strategy and operations, promoting sustainable banking practices.



Performance Evaluation and Succession Planning: Evaluate the performance of senior management, ensuring that leadership actions align with the institution's strategic goals and values.

CIMB Thai Management Committee



Strategic Planning and Oversight: Develop and oversee the implementation of the Bank's strategic objectives, ensuring alignment with BOT expectations and CIMB Group's overall vision and sustainability goals.



Policy Approval: Review and approve major policies, including those related to sustainability, risk management, and corporate governance, to guide the institution's operations effectively.



Financial Performance Monitoring: Regularly review the Bank's financial health, including budget adherence, profitability, and cost management, to ensure financial targets are met and resources are optimally allocated.



Risk Management Oversight: Establish and monitor the Bank's risk management framework, ensuring that all significant risks, including sustainability-related risks, are identified, assessed, and mitigated appropriately.



Regulatory Compliance and Governance: Ensure the Bank's operations comply with all applicable laws and regulations, maintaining robust governance practices and ethical standards across all functions.



Crisis Management: Respond promptly to emerging issues or crises, making decisive actions to safeguard the Bank's interests and maintain operational resilience.



Performance Evaluation: Assess the Sustainability performance of senior management and key business units, ensuring that objectives are met and identifying areas for improvement.



Cultural Leadership: Promote a culture of integrity, innovation, and sustainability within the Bank, leading by example and fostering an environment that supports the Bank's values and mission.



Roles & Responsibilities

CIMB Thai Head of Sustainability



Strategic Leadership: Collaborate with the Bank's Board, Management Committee as well as CIMB Group Chief Sustainability Officer to develop and implement comprehensive sustainability strategies and frameworks that align with the Bank's vision and regulatory requirements.



Policy Oversight: Ensure the adequacy and effectiveness of sustainability policies and key controls, fostering a culture of sustainability across the organization.



Product and Service Management: Lead the development and verification of sustainable financial products and services, ensure Taxonomy compliance, provide ESG advisory, and ensure the Bank meets industry standards.



Achievement of GSSIPS Targets: Drive efforts to meet and exceed the Bank's GSSIPS targets, including mobilizing RM 100 billion in sustainable finance by 2024, by integrating sustainability considerations into business operations and client engagements.



Regulatory Compliance: Stay informed of evolving sustainability regulations to ensure the Bank's practices remain compliant, positioning the institution as a leader in sustainable finance.



Stakeholder Engagement: Act as the primary liaison for sustainability matters, effectively communicating initiatives and progress to internal and external stakeholders, including governance committees and regulatory bodies.



Risk Management: Identify and manage sustainability-related risks, integrating them into the Bank's overall risk management framework to ensure informed decision-making.



Performance Measurement and Reporting: Oversee the development of metrics and key performance indicators to track sustainability performance, ensuring transparent reporting and continuous improvement.



Strategic Oversight of Sustainability Reporting: Lead the Bank's sustainability reporting strategy, ensuring alignment with frameworks like GRI, IFRS, and TCFD. This includes setting objectives, ensuring regulatory compliance, and enhancing stakeholder trust through transparent disclosures.

CIMB Thai Sustainability Team



Strategy Execution: Implement and oversee the Bank's sustainability strategy and framework, ensuring alignment with BOT expectations and CIMB Group's overarching sustainability objectives.



Policy Development and Management: Develop, monitor, and assess the effectiveness of sustainability policies and controls, reporting pertinent issues to the Bank's MC, and Group's Group Sustainability Council.



Regulatory Compliance: Stay informed about regulatory changes to ensure the Bank's practices remain compliant with evolving sustainability regulations.



Due Diligence and Investigations: Review policy dispensation requests, conduct thorough sustainability due diligence for business units, and undertake in-depth investigations as necessary, providing recommendations for approval.



Support and Supervision: Assist business units in consistently applying sustainability policies, facilitate internal and external sustainability reporting, and ensure cohesive sustainability standards across the Bank.



Target and KPI Management: Develop and monitor methodologies for setting targets and key performance indicators (KPIs), engage with business units to define key metrics, and report progress to CIMB Thai and CIMB Group governance bodies.



Policy Review: Conduct annual assessments of sustainability policies to determine the need for updates or additions.



Stakeholder Engagement: Collaborate with internal and external stakeholders to promote sustainability initiatives, ensuring effective communication and fostering partnerships that advance the Bank's sustainability goals.



Training and Awareness: Develop and implement training programs to enhance sustainability awareness and competencies among employees, embedding a culture of sustainability within the organization.



Sustainability Performance Measurement and Reporting: Establish metrics to track sustainability performance, ensuring transparent reporting and continuous improvement. This includes Carbon Accounting and managing environmental metrics and targets.



Implementation of Sustainability Reporting: Manage day-to-day sustainability reporting tasks, including data collection and analysis, adhering to guidelines from GRI, IFRS, and TCFD. The team ensures reports meet required standards, supporting the strategic direction set by the Head of Sustainability.



Governance on Responsible Marketing and Labelling

CIMB Thai Bank's Market Conduct Policy establishes a comprehensive governance framework ensuring that marketing, product information, and customer communications meet the highest standards of transparency, accuracy, and ethical conduct. This framework aligns with international best practices for responsible marketing and labelling in financial services, providing clear guidelines for how the Bank communicates with and serves its diverse customer base.

The policy is structured around five fundamental principles that collectively ensure responsible marketing and labelling practices:



The policy outlines specific implementation requirements that directly address responsible marketing and labelling practices:

Products must be developed with consideration for target customers' needs, financial abilities, and comprehension levels. This ensures marketing is appropriately tailored and that product information is presented at a level customers can understand, preventing misleading marketing claims.

The sales process incorporates strict requirements for product information disclosure:

1. All product options in the same category must be presented to customers
2. Product sales sheets and other important information must be provided
3. Clear distinctions must be made when offering banking products alongside investment or insurance products
4. Product delivery requires explicit customer consent
5. Special care is mandated when marketing to vulnerable customers

The policy establishes strict protocols for protecting customer information in marketing activities:

- > Customer consent is required before sharing information for marketing purposes
- > Customers must be able to revoke consent for marketing communications
- > Services cannot be denied based on a customer's refusal to provide marketing consent

The policy mandates that all staff receive sufficient training on products and services to ensure accurate representation in marketing materials and customer communications. This applies particularly to complex financial products where the risk of misinformation is higher.

The policy includes robust disclosure requirements that support transparency in marketing practices:

The Bank must publicly disclose any regulatory fines or accusations related to marketing conduct violations. Specifically:

- > Disclosures must be made within 3 working days of regulatory action
- > Information must be clearly visible and accessible on the Bank's website
- > Disclosures must remain available for at least 2 years after resolution

The Bank must provide comprehensive information about service quality and product details categorized by product types, terms, conditions, and limitations. This information must be presented in formats that allow customers to easily understand and compare products.

The policy requires 30-day advance notification of any changes to terms, conditions, fees, service channels, or maturity dates that affect customer rights and benefits. This ensures ongoing transparency throughout the customer relationship.

The policy establishes clear governance through a three-tiered oversight structure:

1. **Board of Directors** provides ultimate approval and oversight
2. **Banking Conduct Committee** ensures implementation of responsible marketing principles
3. **Operational Level** (Business Units and Support Functions) implements daily marketing practices according to policy guidelines



As of 31 December 2025:

- There were no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling, non-compliance with regulations resulting in a fine or penalty, non-compliance with regulations resulting in a warning, non-compliance with voluntary codes
- There were no incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, including incidents of non-compliance with regulations resulting in a fine or penalty, non-compliance with regulations resulting in a warning, or non-compliance with voluntary codes.

CIMB Thai's Corporate Governance Policy

CIMB Thai Bank PCL's Corporate Governance Policy (Version 12.0), approved on 16 December 2024, establishes the principles and governance structure guiding the Bank's operations with integrity, transparency, and accountability leveraging our best-in-class financial solutions, ASEAN network and technology.

The Policy emphasizes ethical leadership, effective Board oversight, and balanced consideration of stakeholder interests. It is reviewed regularly to ensure alignment with regulatory expectations, emerging risks, and sustainability priorities.

The policy establishes clear guidelines for the Board of Directors' structure, emphasizing diversity in terms of gender, professional skills, expertise, age, ethnicity, and nationality. Specifically, the policy mandates:

- Board size of 5-12 members with at least half having domicile in Thailand
- At least one-third (minimum 3) of directors must be independent directors

- Preferably at least 2 female directors
- Clear separation between the Chairman role and the President/CEO position
- Specialized expertise requirements including at least one director with IT knowledge/experience, one with accounting expertise, one with financial institution risk understanding, and one non-executive director with banking experience

The policy specifies term limits, particularly that independent directors cannot serve more than nine consecutive years, and details the nomination and appointment procedures for directors.

Please refer to CIMB Thai's website page Corporate Governance Policy for more information.

Policies on Anti-Corruption and Giving and Acceptance of Gifts and Entertainment

CIMB Thai is committed to conducting our business free from any form of bribery or corruption. The Bank adopts a zero-tolerance approach to any acts of bribery or corruption perpetrated by employees, suppliers and business partners. In line with Thailand's Private Sector Collective Action against Corruption (CAC).

The Bank has management approaches as follows:

- Anti-Bribery and Corruption Policy
 - This policy is applicable to all levels of the Bank's directors, advisors and workers, from contract-based and temporary workers to advisors, trainees, those who are sent to work for a temporary period, and those working aboard, temporary employees, representatives, supporters or any other relevant persons. Compliance with this policy is regarded as an employment condition for all employee.

- Employees and associated persons who refuse to accept or offer a bribe, or those who raise concerns or report another's wrongdoing, are protected from any reprisals or retaliation. Reprisals on whistleblowing include dismissal, demotion, suspension, harassment, disciplinary action, threats, and termination of the contractual relationship or other unfavourable treatment connected with raising a concern. Any employee who has faced any form of reprisals shall raise the matter to the Bank's Compliance Department.

- The Bank abides by anti-corruption laws applicable in Thailand, and in any jurisdictions in which it has business operations. In case of any conflict of interest or any discrepancies that contradict the Bank's policies or any relevant laws and regulations, the stricter rules and regulations are complied with, to increase additional controls.

- The Bank has established and implemented anti-corruption guidelines and procedures applicable to directors, executives, and employees across the financial business group. These are supported by regular reviews of governance, risk management, internal control, and audit processes. A strong "tone from the top" reinforces zero tolerance for bribery and corruption, with clear disciplinary consequences for breaches at all levels.

- Implemented the Policy and Procedure on Giving and Acceptance of Gifts and Entertainment
 - Financial support or contributions given to organizations or individuals must follow the Group's corporate social responsibility framework/guidelines. Due diligence is conducted for all sponsorships and donations to ensure that they do not facilitate bribery, provide improper benefits, or result in conflicts of interest.



- CIMB Thai has communicated a no-gift policy to all stakeholders and prohibits employees from offering gifts without prior approval from the CEO or a relevant Management Committee member, to mitigate corruption risks and uphold integrity and transparency. The Bank also provides whistleblowing channels for employees and stakeholders to report suspected bribery, corruption, or other improper conduct.

In addition, no allegations of corruption or bribery or complaints against the Bank have been raised by the Bank of Thailand, the Anti-Money Laundering Office, the Office of the National Anticorruption Commission, and the Securities and Exchange Commission.

"Communication on the Anti-Corruption Policy in 2025 covered Board Members, Management Committee (MC), Permanent/Regular Employee, Temporary Worker, Contractor, Supplier and Subsidiary 100%"

The Anti-Bribery and Corruption (ABC) Policy is a mandatory annual training course that all bank employees including companies in financial business group of the bank are required to complete and pass annually. In addition, the ABC Policy is incorporated into supplier and vendor contracts to ensure compliance with the Bank's ABC Policy.

All directors have continued to receive ongoing education on the Bank's Anti-Bribery and Corruption Policy. In 2025, the Bank underwent the Corrective Action Coalition Against Corruption (CAC) 2nd renewal process, which required all directors and executives to remain fully aware of, prioritize, and actively drive the implementation of anti-corruption practices across the Bank and its subsidiaries. Moreover, the Bank continues to enforce the No Gift Policy to promote and strengthen anti-corruption culture.

As of 31 December 2025 there were no confirmed incidents in which employees were dismissed or disciplined for corruption, no confirmed incidents where contracts with business partners were terminated or not renewed due to violations related to corruption, and no public legal cases regarding corruption brought against the Bank or our employees.

Governance of Use of Inside Information

CIMB Thai governs the proper and lawful handling of inside information through a combination of conduct expectations, internal controls, and compliance with Thai capital-market rules. At the behavioural level, the Bank's publicly stated conduct expectations prohibit employees from using non-public internal information that could materially affect the Bank's securities price for their own or others' benefit, and require adherence to the Bank's internal operating rules on supervising the use of such information for trading.

At the control level, the Bank maintains bank-wide internal rules that are version-controlled and formally communicated to staff. The rules took effect on 28 June 2024 and were replaced by an updated version effective 23 January 2025. In addition, the Bank strengthened information-access governance by implementing updated conflict-management and information-barrier ("Chinese wall") rules—covering both policy and procedural requirements, to manage conflicts of interest and control access to inside information.

Externally, the Bank's governance aligns with Thai SEC requirements on reporting changes in holdings of the Bank's shares and related instruments by relevant persons. The SEC's notification defines who must report and who is treated as a related person (including spouse/cohabitant, minor children, and certain juristic persons where voting rights exceed 30% and represent the largest shareholding), and allows reporting either within three business days from each transaction or via consolidated reporting once specified value/time thresholds are met.



Please refer to CIMB Thai's website page Anti-Bribery and Corruption Policy for more information.

In 2025, the Bank has conducted a risk assessment on all of our operations, covering regulatory landscape, regulatory requirements, internal control lapse (Management Self-Identified Issue reported by business units), any exceptions found (Loss Event Data reported by business units) and customer complaint. No material risk regarding bribery and corruption was identified through the risk assessment.



CIMB Thai's Sustainability Policy

CIMB Thai Bank's Sustainability Policy establishes the Bank's commitment to integrating environmental, social, and economic considerations into its business strategies, risk management, and decision-making processes. The policy applies across all business units and operations, covering relationships with clients, investees, suppliers, business partners, and employees.

The policy defines sustainability risks as financial and non-financial risks arising from environmental, social, and ethical factors. These include environmental risks such as climate change and biodiversity loss, social risks including human rights and employee wellbeing, and economic and ethical risks related to responsible financing and procurement practices.

To manage sustainability risks, CIMB Thai applies a structured risk management approach, including sustainability due diligence for new and existing business relationships. Enhanced due diligence is conducted for higher-risk transactions or trigger events involving material sustainability controversies.

The Bank has established an exclusion list that prohibits engagement in certain activities or business relationships that pose significant environmental, social, or ethical risks. These include illegal activities, arms and munitions, illegal logging, activities affecting UNESCO World Heritage sites, and new coal-fired power plant projects. Limited exceptions may apply to regulated gaming businesses and specific arms-related activities subject to government approval and strict controls.

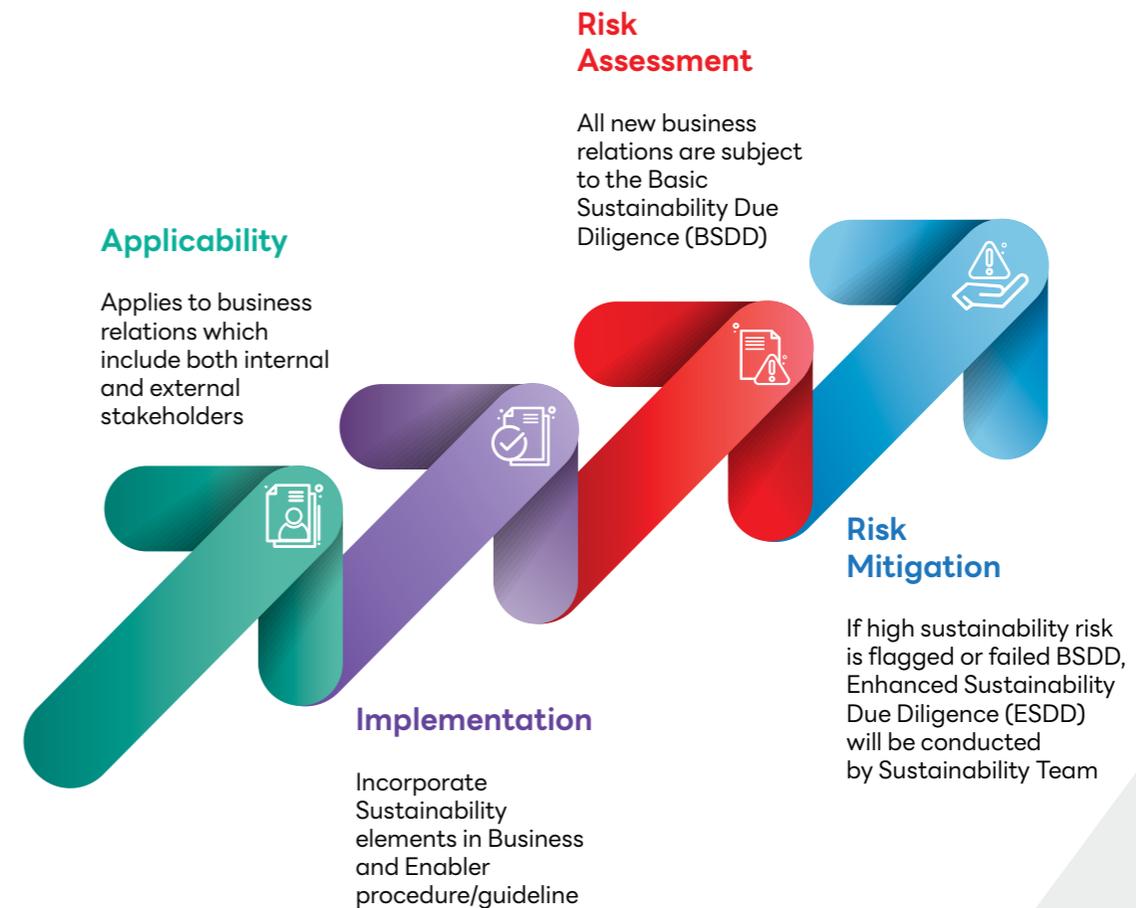
The Sustainability Policy sets out clear governance and accountability, with the Board of Directors providing overall oversight and management responsible for implementation. The policy is reviewed regularly to ensure its continued relevance and alignment with regulatory requirements and the Bank's sustainability priorities.

Implementation of Sustainability Policy

CIMB Thai acknowledges that our business decisions carry dual potential for both negative and positive impacts on surrounding communities and the environment. The timely identification and management of Sustainability Risk, underpinned by transparency and accountability, stands as a cornerstone in fostering responsible banking culture and advancing sustainable growth strategies.

At the heart of our Sustainable Action lies the Sustainability Policy, which provides clear and transparent guidelines for managing Sustainability Risk in alignment with the Bank's risk framework and various internal and external stakeholder expectations.

The accompanying diagram illustrates our systematic approach through four interconnected phases: Applicability across internal and external stakeholders, Implementation of sustainability elements in business procedures, Risk Assessment through Basic Sustainability Due Diligence (BSDD), and Risk Mitigation via Enhanced Sustainability Due Diligence (ESDD) when necessary.





The Sustainability Policy applies across all CIMB Thai Business Units, products, services, Business Enablers, geographies, and all subsidiaries. It covers all types of business relations, including clients or customers, investee companies, CSR partners or grantees, suppliers and outsourcing partners, joint venture or tie up partners, and members of Boards of Directors within CIMB Thai entities.

All Business Units and Business Enablers must assess potential environmental and social (E&S) risks when initiating new relationships, products, services, or operational activities. This assessment includes preliminary screening using the Exclusion List, review of business operations, and identification of any controversies.

Under the Sustainability Policy, all new business relations—including non-individual customers onboarded at branches—must undergo Sustainability Due Diligence before approval. Engagement with any entity involved in activities listed in the Exclusion List is strictly prohibited.

CIMB Thai adopts a two-tier Sustainability Due Diligence process that emphasizes stakeholder engagement and responsible decision-making, balancing financial risks and sustainability risks:

- Basic Sustainability Due Diligence (BSDD):**
 - Identifies environmental and social issues, litigation and controversies.
- Enhanced Sustainability Due Diligence (ESDD):**
 - Applied when BSDD requirements are not met. The Sustainability Team conducts a deeper assessment and provides recommendations on whether to proceed with the relationship.

This framework helps the Bank strengthen stakeholder relationships while ensuring robust sustainability risk management.

CIMB Thai's Sustainable Financing Policy

CIMB Thai's Sustainable Financing Policy (SFP) provides a framework for integrating environmental and social considerations into financing and capital raising decisions for non-individual clients under wholesale and commercial banking, including financing, IPOs, and bond issuances.

The policy is supported by a clear governance structure, with the Board of Directors holding ultimate approval authority and the Management Committee overseeing implementation, supported by the Sustainability Thailand team.

Sustainability due diligence is required for new clients and transactions, covering environmental and social risks, climate-related risks, human rights considerations, and reputational risks. Enhanced due diligence is applied to higher-risk sectors and material sustainability concerns.

The policy includes a Sustainability Exclusion List that restricts financing for certain high-risk activities, including illegal activities, illegal logging, labor law violations, and new or expanded coal-fired power plants. Selected activities, such as regulated gaming, arms and munitions, and developments within World Heritage Sites, are subject to stringent approval requirements.

A Sustainability Watchlist mechanism is applied to manage clients with elevated sustainability risks or non-compliance with agreed Sustainability Action Plans, and new facilities are not approved for watchlisted clients.

For approved facilities with identified sustainability concerns, time-bound Sustainability Action Plans are required and monitored on an ongoing basis to support improvements in clients' sustainability.



Implementation of Sustainable Financing Policy (SFP)

The policy establishes two key risk management tools: an Exclusion List for prohibited activities and a Sustainability Watchlist for high-risk clients. The Exclusion List prevents financing of activities that may adversely impact human rights or environmental sustainability, with Permitted Exemptions allowed only under specific circumstances and subject to Board approval, particularly where clients demonstrate credible transition commitments.

All financing proposals, including new facilities, existing exposures, and investment banking mandates, are subject to environmental and social risk assessment. Higher-risk cases are escalated to Sustainability Thailand (ST) for enhanced assessment, drawing on corporate disclosures, regulatory actions, and credible external sources. ST provides recommendations, while significant cases may be escalated to the Management Committee or Board of Directors, with Credit Risk Management serving as an additional control.

Beyond risk mitigation, the policy promotes positive outcomes through **time-bound Sustainability Action Plans** with measurable targets and annual reviews. Clients that fail to meet agreed requirements may be placed on the Sustainability Watchlist, restricting future financing. The policy defines clear roles across the organization and is reviewed biennially to ensure alignment with evolving regulations and international standards.

Human Rights Policy



We respect and uphold Human Rights and seek to identify, prevent, and mitigate adverse Human Rights impacts that may arise through our activities or business relations, including clients or customers; suppliers, vendors, and outsourcing partners; joint venture or other partners; strategic investments; employees; and Corporate Responsibility Program partners or grantees.



We will take a proactive approach to integrating Human Rights considerations into our decision-making processes, such as lending, investments, procurement, and operations, taking steps to avoid causing or contributing to Human Rights infringements.



We will take a risk-based approach to assess actual and potential Human Rights impacts across the Bank, recognizing that it is important to focus on the impacts of people and not just our business.



We will take appropriate action to mitigate adverse Human Rights impacts in our own operations and those we enable in our business relations, including providing for or cooperating in remediation in line with our responsibility.



We will take a holistic approach to our policies and business decisions, particularly with regard to safeguarding Human Rights in our Sustainability policies, where we strive for a just transition in our efforts to mitigate climate change.



We will track the effectiveness of our actions.



We will be transparent about our Human Rights impacts and communicate how we fulfill our responsibility to respect Human Rights.



We will engage actively and openly with our business relations, including our employees, with the objective of achieving greater awareness and improvement of Human Rights practices.



CIMB Thai's Human Rights Policy is grounded in three key foundational frameworks:

1. **International Bill of Human Rights:** The policy recognizes and incorporates the Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights. These core human rights treaties advance fundamental freedoms and protect basic human rights, including the right to life, liberty, security, freedom from torture and slavery, equality before the law, freedom of thought and religion, peaceful assembly, property rights, decent work, and adequate living standards.
2. **UN Guiding Principles on Business and Human Rights:** The policy adopts the UNGP framework which provides guidelines for states and companies to prevent, address, and remedy human rights abuses in business operations. It specifically incorporates the three pillars of "protect, respect, and remedy," establishing concrete steps for preventing human rights abuses and providing remediation when violations occur.
3. **International Labour Organisation Conventions:** The policy incorporates seventeen core ILO conventions covering fundamental principles and rights at work, including:
 - > Forced Labour Convention and its abolition
 - > Minimum Age Convention
 - > Worst Forms of Child Labour Convention
 - > Equal Remuneration Convention
 - > Discrimination Convention
 - > Occupational Safety and Health Framework
 - > Employment Policy Convention
 - > And other key labor standards related to working conditions, treatment of workers, and specific industry protections.

This policy is operationalized through integration with CIMB Thai's broader sustainability architecture, particularly:

- > **Sustainability Policy:** Which includes Sustainability risk management principles and an Exclusion List of activities.
- > **Sustainable Financing Policy:** Which incorporates due diligence on clients that are seeking financing and capital raising and requirements for high-risk sectors.

The policy specifically defines Human Rights risk as: "Risk arising from the Bank's role as a financier, employer, purchaser, investor, service provider, operator, advisor, business partner, sponsor, or corporate donor due to a breach of human rights, which are basic rights that allow individuals the freedom to lead a dignified life, free from fear or want, and free to express independent beliefs."

This comprehensive foundation ensures the policy aligns with international standards while being practically implemented through CIMB Thai's existing sustainability and risk management frameworks.

When we discover that a Human Rights abuse has taken place, we will take appropriate steps to ascertain whether we have caused or contributed to the adverse Human Rights impact.





CIMB Thai's Sustainability Control Tower

In 2025, CIMB Thai formalised the concept of its Sustainability Control Tower as the mechanism through which the Bank via the Sustainability team coordinates sustainability governance, risk oversight, compliance alignment, and performance management across the organisation. Rather than treating sustainability as a standalone agenda, CIMB Thai has positioned it as an enterprise-wide discipline that connects strategy, governance, risk management, business conduct, disclosures, and assurance. In this role, the Sustainability Control Tower helps ensure that sustainability-related commitments are translated into consistent practices across the Bank's operations and business relationships, while remaining aligned with CIMB Group's strategic direction, Thailand's evolving regulatory landscape, and relevant international sustainability expectations.

At its core, the Sustainability Control Tower provides centralised governance and oversight of sustainability strategy, risk, and performance across CIMB Thai. Its remit spans the policy architecture that underpins the Bank's sustainability agenda, the systems and procedures that operationalise those policies, and the governance processes that enable oversight, challenge, and implementation. This includes stewardship over the Bank's Sustainability Policy and its related procedures, the Sustainable Financing Policy, greenhouse gas accounting and portfolio-related climate methodologies, taxonomy alignment, sustainability-related disclosures, sustainability KPI integration, and support for internal and external assurance processes.

Through this structure, CIMB Thai has created a more integrated and disciplined approach to managing sustainability as both a source of long-term resilience and a matter of prudential importance. The model also reflects the reality that sustainability in banking now requires coordinated responses across multiple functions. CIMB Thai's approach recognises that sustainability-related matters increasingly sit at the intersection of business, risk, finance, operations, and governance.

CIMB Thai's sustainability governance framework encompasses the Sustainability Policy, Sustainable Financing Policy, High Sustainability Risk Sector Guide, Environmental Management Policy, Human Rights Policy, and the Green, Social, Sustainable Impacts Products and Services (GSSIPS) Framework. Together, these instruments provide the Bank with a structured basis for identifying, assessing, managing, and monitoring sustainability-related issues across financing activities, operations, client relationships, and other business interactions.

An important strength of the Sustainability Control Tower is that it does not operate only at the level of principle. It is designed to convert sustainability expectations into working controls, routines, and decision-support processes across the Bank. This can be seen in its coverage of sustainability risk management procedures, GSSIPS governance, net zero operations-related work, sustainable procurement, sustainability communications, taxonomy alignment, bond-related allocation and impact reporting, IFRS S1 and IFRS S2 reporting, and sustainability KPIs embedded in divisional scorecards. In practice, this means sustainability is not confined to reporting alone; it is embedded into how CIMB Thai governs risk, classifies sustainable finance activity, manages data and disclosures, and demonstrates accountability to internal and external stakeholders.

The model also reflects the reality that sustainability in banking now requires coordinated responses across multiple functions. CIMB Thai's approach recognises that sustainability-related matters increasingly sit at the intersection of business, risk, finance, operations, and governance.

By formalising the Sustainability Control Tower in 2025, the Sustainability team in CIMB Thai gave clearer shape and visibility to a function that is increasingly essential in modern banking. As sustainability expectations continue to expand across regulation, markets, clients, and society, the Bank's ability to coordinate governance, manage risk, maintain policy coherence, support disclosures, and uphold implementation discipline becomes a defining capability. CIMB Thai's Sustainability Control Tower reflects that capability: a central platform for oversight and alignment that helps the Bank embed sustainability more deeply into how it is governed, how it operates, and how it creates long-term value responsibly.



Risk Management and Business Resilience

A robust and effective risk management system remains critical for the Bank to achieve continued profitability and sustainable growth in shareholder value amidst today's globalized and inter-linked financial and economic environment. The Board continues to recognize that sound risk management is an integral part of the Bank's business, operations, and decision-making process, and is fundamental in safeguarding the Bank's resilience and long-term sustainability.

In 2025, the Bank further strengthened its risk governance and execution discipline by embedding key climate-risk and resilience deliverables into governance oversight and performance management —most notably through Board-level oversight of delivery milestones related to regulatory climate risk exercises and the localisation and implementation of climate risk management standards. The Bank also continued to monitor and report emerging risks through periodic risk hotspot reporting to support timely management actions. The objectives of our risk management activities are to:

- Identify the various risk exposures and capital requirements;
- Ensure risk-taking activities are consistent with risk policies and the aggregated risk positions are within the risk appetite as approved by the Board of Directors; including the timely escalation and management of accounts with problems or potential problems from non-retail business units;
- Create shareholder value through a sound risk management framework and reinforce the Bank's resilience by strengthening monitoring and execution on emerging and climate-related risk priorities under appropriate governance oversight.

The emphasis on a strong risk management culture remains the foundation of the control mechanisms within the Bank's Enterprise-Wide Risk Management (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 the Bank's strategic business objectives. To further strengthen risk management accountability across the Bank, the three lines of defense model continues to be applied in implementing the EWRM framework.

With regard to risk management governance and oversight, the Board has appointed the Board Risk and Compliance Committee (BRCC) to ensure independent and stronger risk governance and accountability for all types of risks and compliance. In 2025, the BRCC continued to provide governance oversight not only over enterprise-wide risk management, but also over key climate-risk and resilience execution milestones that support the Bank's forward-looking risk preparedness.

In addition, the Board has appointed the Risk Management Committee (RMC), reporting to the BRCC, to oversee various risk areas and any related matters, such as credit risk, operational risk, reputation risk, and capital risk (to comply with Basel regulatory requirements), among others. The RMC is composed of members with relevant experience and expertise. Its key responsibilities remain to review and recommend risk management policies and frameworks to the BRCC and the Board, and to establish a governance structure that ensures risks are managed efficiently and effectively, with transparent decision-making.

The Board Risk and Compliance Committee (BRCC) has established the Asset Quality Committee (AQC) with specific oversight responsibilities for troubled or potentially deteriorating debt. The AQC reviews and, where necessary, recommends account plans for approval by the Board or other relevant committees. Additionally, the AQC holds authority to approve and endorse proposals related to problematic or potentially problematic accounts originating from non-retail business units, including decisions regarding appropriate provisioning for these accounts.

The Risk Management Division acts as a catalyst for the development and maintenance of sound risk management policies, strategies and procedures within the Bank. It provides functional support to the BRCC, the RMC, the Credit Committee, and Risk Management sub-committees, and assists Management in managing risks inherent to the Bank and our businesses. The Risk Management Division remains independent from other business units involved in risk taking transactions or activities.

In addition, Special Assets Management under the Risk Management Division continues to take charge of managing credit quality concerned assets, as well as providing advice to proactively manage customers with early signs of credit quality deterioration.

Areas Under the Bank's Risk Management Include:





Sustainability and Climate-Related Risk Management

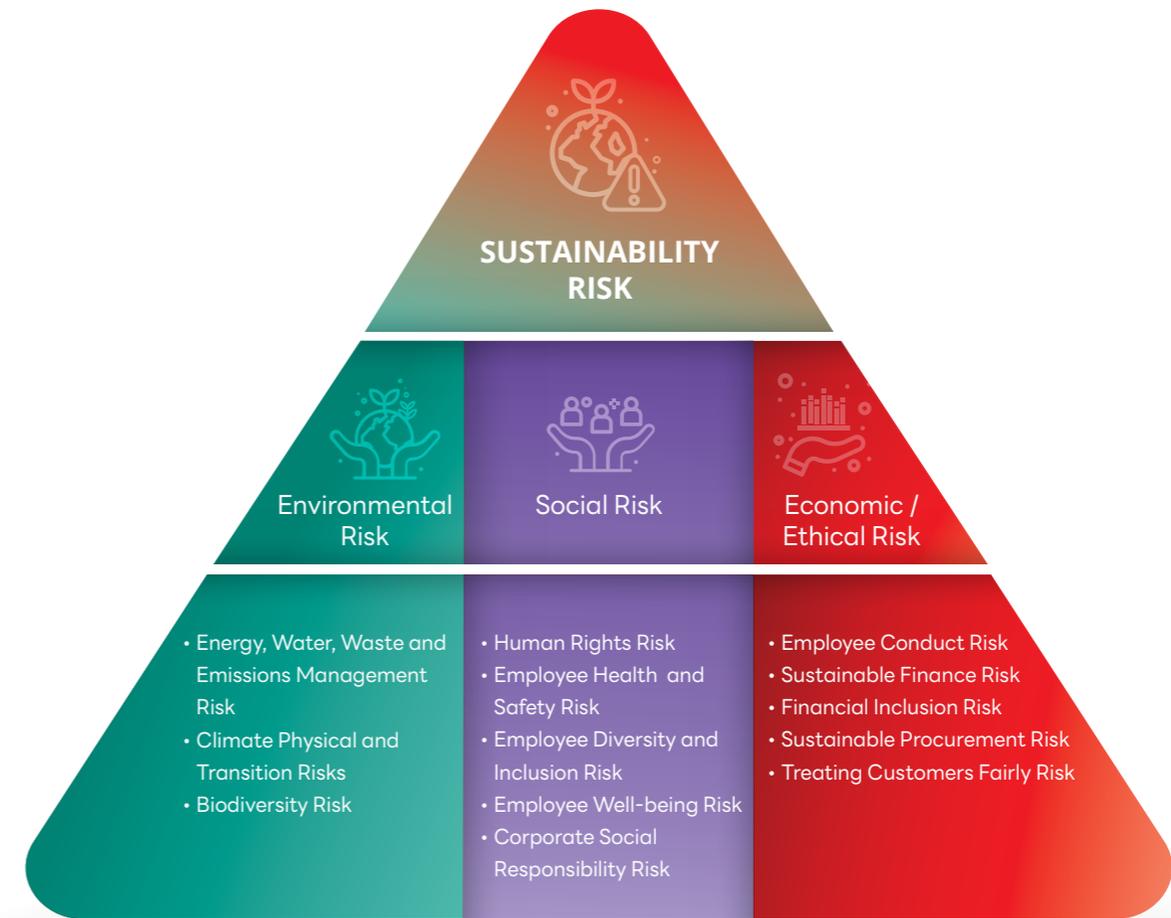
As a financial institution, we recognise that our business operations significantly influence capital flows within community business activities. The Bank has integrated sustainability considerations into our comprehensive risk assessment and strategic planning processes. This integration enables us to manage both financial and non-financial risks—including environmental, social, and economic/ethical risks—while strengthening long-term resilience and supporting value creation for all stakeholders.

In 2025, we further strengthened this integration by formalising and operationalising climate risk governance and monitoring within our broader risk architecture. This included advancing our climate risk management standards and enhancing the way climate-related risks are monitored and reported through risk appetite and dashboard mechanisms, ensuring that climate considerations remain embedded in day-to-day risk discipline rather than being treated as a standalone topic.

Sustainability risks, including climate-related challenges, are pervasive across all sectors of the economy, and global risk assessments consistently identify them among the most predominant concerns. For financial institutions such as ours, these risks are amplified through a dual exposure mechanism. We face not only the direct sustainability risks inherent in our own operations, but also indirectly absorb the sustainability risks embedded in our customers' businesses through our lending, investment, and service relationships. This compounding effect can transform sustainability challenges into material financial risks across multiple dimensions of our business.

Specifically, these risks can manifest as elevated credit risks when clients' business models are impaired by climate events or transition factors; market risks when asset valuations shift due to sustainability considerations; reputational risks when stakeholders assess our sustainability performance; and operational risks when physical climate impacts disrupt services and affect employee safety. This interconnected risk landscape requires forward-looking assessment methodologies and robust management approaches to sustain resilience and long-term value creation.

The Scope of Sustainability Risks Includes:





CIMB Thai, in alignment with the Group, maintains a periodic process for surfacing risk hotspots and emerging risks to governance bodies. In 2025, climate-related transition risks continued to feature prominently, reflecting both policy momentum and market repricing dynamics. Key transition risk drivers include:

- Policy and regulatory changes: continuing evolution of climate-related rules and expectations, which may increase costs for carbon-intensive activities and heighten scrutiny over financed emissions. These can translate into credit and reputational risks where financed activities give rise to environmental breaches (e.g., pollution).
- Stakeholder demands: increasing expectations from investors and other stakeholders for transparency and credible climate positioning, including closer scrutiny of exposure to carbon-intensive sectors and transition financing activities.
- Technology and market shifts: accelerating demand for low-carbon technologies and the risk of stranded assets in high-emitting sectors as energy systems transition, alongside trade-related transition pressures affecting carbon-intensive value chains.

As we move toward the middle of the century, climate risks characterised by more frequent severe weather events and rising temperatures continue to intensify. Regulatory pressure and market dynamics are also increasing transition risks, while investor expectations for decision-useful transparency continue to rise. At the same time, opportunities in sustainable finance continue to grow, underpinned by increasing demand for credible, environmentally responsible financing and investment solutions.

As a financial services provider, we are exposed to climate-related physical and transition risks that could materially impact our performance and longer-term resilience, including through credit risk, liquidity risk, market risk, and reputational risk, among others. Our physical ability to operate can also be affected, and the safety of our employees may be put at risk. To combat and adapt to climate change, it is both appropriate and responsible to factor climate-related risk considerations into business decisions—while ensuring that climate remains clearly positioned as a subset within the broader sustainability risk landscape.

In 2025, CIMB Thai continued to mature the integration of sustainability and climate considerations within the Bank's risk governance and monitoring systems, building on the risk appetite foundations introduced in prior periods. This included continued quarterly monitoring and reporting through established risk appetite dashboards and sector exposure tracking, supported by updated internal mapping used for climate-related portfolio monitoring during the 2025 reporting cycle. Monitoring continued for cases assessed as carrying significantly high sustainability risk, with no such cases reported as per 31 December 2025..

In parallel, 2025 saw the localisation and implementation of a climate risk management standard within CIMB Thai, reflecting an emphasis on making climate risk processes operationally executable, with clearer roles, controls, and reporting expectations.

CIMB Thai continues to align its climate-related risk management and disclosures to the TCFD recommendations and ISSB IFRS S2 disclosure requirements. In 2025, we progressed the next stage of our climate disclosure journey by preparing climate-related disclosures for the FY2024 reporting cycle in alignment with ISSB IFRS S2 direction, incorporating enhancements to decision-useful disclosure elements and progressing approvals through governance channels toward year-end 2025. We also continued building internal readiness for IFRS S2 adoption, including engaging deeper technical guidance support during 2025 to strengthen the working group's implementation approach.



Following earlier participation in pilot climate stress testing focused on physical risk, planning and preparation continued toward subsequent stress testing work aimed at expanding climate risk capability, including a transition risk assessment focus in later phases. This reflects both the long-dated nature and complexity of climate risk measurement, and the evolving regulatory landscape.



Sustainability and Climate Risk Integration

CIMB Thai continued to embed sustainability and climate considerations into its risk management framework through 2025, building on the Sustainability Risk Appetite Statement and first generation metrics introduced in 2024. During 2025, the Bank's focus was on strengthening the measurement, consistency, and governance of sustainability and climate risk appetite monitoring through quarterly reporting, while aligning methodologies and data mapping used for climate exposure measurement.

In line with the qualitative Sustainability Risk Appetite Statement approved in 2024, the Bank continued to maintain the commitment to embed sustainability risks—including climate-related risks—into the risk appetite framework and manage these risks within Board-approved risk appetite. The Bank also continued to reinforce the expectation that climate-related risks are considered within key internal risk and capital processes.

1) Qualitative Sustainability Risk Appetite Statement

The qualitative Sustainability Risk Appetite Statement remained the overarching anchor through 2025. The Bank's commitments continued to be:

- Embed climate-related risks into its risk appetite framework, acknowledging the potential long-term impact of these risks as drivers of existing material risks
- Manage climate-related risks in accordance with Board-approved Risk Appetite
- Develop appropriate risk metrics to manage climate-related risks, including establishing risk limits and thresholds for management actions

2) Sustainability and Climate Risk Appetite Metrics

The Bank continued implementation of the two first-generation metrics introduced in 2024, supported by quarterly reporting through the risk appetite dashboard cycle during 2025.

A. Exposure to Significantly High-Risk (SHR) Cases (Sustainability metric)

Definition: Cases where the Sustainability function recommended not to proceed due to unmitigated Environmental & Social risk, but the decision was overturned by the highest approval authority.

Through 2025, SHR monitoring continued as part of the quarterly dashboard reporting cycle. There were no SHR cases in 2025.

B. Carbon-Intensive Sector Exposures

Definition: Percentage of total credit exposures to carbon-intensive sectors.

Through 2025, the Bank continued quarterly monitoring via the dashboard process. A key 2025 enhancement was the adoption of an updated sector mapping approach for dashboard calculation to align measurement with Group instructions and improve consistency of exposure classification over time.

In parallel, the climate risk programme plan and internal KPI tracking in 2025 reflected continued work to strengthen climate risk capability and deliver regulatory-related milestones (including climate stress test-related deliverables and implementation milestones under climate risk management standards).

3) Staged implementation roadmap

CIMB Thai continued to follow the staged roadmap for sustainability and climate risk appetite development:

- Stage 1: Establish qualitative Risk Appetite Statement
- Stage 2: Implement top-level portfolio metrics for monitoring and initial reporting
- Stage 3: Develop increased granularity with additional transition and physical risk limits
- Stage 4: Set progressive, binding risk appetite thresholds

4) Sector coverage and reporting governance

The Bank continued to assess carbon intensive sector exposures using the nine sectors referenced in the 2024 framework and maintained quarterly reporting of the sustainability and climate risk metrics as part of the risk appetite monitoring cycle. Oversight continued to sit within established governance, with metric ownership remaining with the designated risk owners, and ultimate approval authority retained by the Board with risk committee oversight.

Climate Stress Testing Development Updates 2025

CIMB Thai's climate stress testing work matured noticeably during 2025, advancing from the completion of a pilot submission into the deliberate building of an enduring capability that can withstand evolving supervisory expectations. By 31 December 2024, the Bank had delivered a key milestone: the submission of results from the Bank of Thailand (BOT) Pilot Climate Stress Test on physical risk. This was followed promptly by responses to BOT's follow-up queries in early January 2025. These two steps reflect a clear institutional posture—CIMB Thai does not treat supervisory exercises as one-off compliance events, but as the beginning of an iterative improvement cycle: submit, clarify, and strengthen.



Throughout 2025, the Bank deliberately reframed climate stress testing as a bank-wide programme rather than a narrow modelling exercise. Climate stress testing was progressively positioned closer to business-as-usual, with identified gaps spanning scenario quantification, data management, automation, operational risk quantification, financial impact integration, and internal training. This framing is consistent with BOT's expectations that scenario analysis and stress testing should function as tools that are proportionate to a bank's risk profile and developed in a phased manner across both physical and transition risk dimensions.

A meaningful operational shift in 2025 was the embedding of climate stress testing within core risk governance. Ownership and execution of the workstream moved under the Risk Division, with the Sustainability function continuing to provide subject matter expertise and data support. This transition signals institutional maturity: climate stress testing is no longer a special project at the edges of the organisation, but an integrated component of the Bank's risk management discipline. Governance discussions also consistently emphasised the importance of linking stress testing outcomes to financial impacts and broader disclosure readiness, reflecting that this work touches capital adequacy, credit risk assessment, and regulatory reporting—not merely climate-related narratives.

On delivery, 2025 also saw CIMB Thai move from acknowledging gaps to formally committing to and tracking closure actions. The Bank submitted to BOT a structured plan to address gaps identified from the 2024 Pilot Climate Stress Test on physical risks. By the fourth quarter of 2025, progress against that plan was actively reviewed internally, covering the status of data collection efforts, policy and training actions, system integration milestones, and methodology items still in progress. This sequence—pilot submission, regulatory dialogue, gap-closure plan, and structured progress review—reflects a disciplined and transparent approach to continuous improvement.

Data readiness represented another major pillar of progress throughout 2025. Earlier in the year, the Bank acknowledged the absence of a centralised climate data repository and the largely manual nature of existing workflows. By the latter part of 2025, this picture had evolved considerably. The Bank had then began assembling multi-year datasets at granular geographic levels, alongside collateral and asset-location information and carbon emissions and financial statement data for listed companies across relevant sectors. This broader dataset, is designed to support risk analysis and sectoral assessments. The Bank also recognised that certain data categories, such as insurance information by location, remain challenging to obtain, and is prepared to communicate such limitations transparently to the regulator where relevant. Taken together, these developments signal a clear progression toward location-sensitive, systematic climate risk analysis.

Looking ahead, the Bank is developing more granular approaches to probability of default and loss given default estimation that incorporate location-based climate impacts and co-lateral value dynamics, moving beyond broad segmentation toward more realistic and differentiated portfolio impact assessment.

Capability building and governance fluency also advanced during 2025. Training was delivered at Group level and to CIMB Thai's Board in September 2025, with further training planned to address remaining capability gaps. This internal investment reflects a clear understanding that climate stress testing must be governable, reviewable, and repeatable. Building fluency at the governance and board level ensures that stress testing outcomes can be meaningfully interpreted and acted upon across supervisory cycles.

In summary, CIMB Thai's 2024 to 2025 progress on climate stress testing can be characterised by five interconnected achievements:

- Completing and submitting the physical risk pilot to BOT;
- Engaging constructively with regulatory follow-up;
- Providing BOT with a structured gap-closure plan;
- Strengthening climate data foundations and developing location-sensitive mapping capabilities; and
- Advancing methodology and internal governance to support more granular, repeatable portfolio impact assessment going forward.

CIMB Thai's Achievement in Thailand's Corporate Governance Report of Thai Listed Companies (CGR) 2025

In 2025, CIMB Thai Bank achieved an Excellent (5-Star) CGR rating for the sixth consecutive year with an outstanding score of 95, exceeding both the Bank's prior-year performance and the industry average. The Bank's strong performance in the Role of Stakeholders and Sustainable Business Development category reflects a robust ESG governance framework and effective stakeholder engagement practices.

These achievements demonstrate CIMB Thai Bank's continued commitment to high standards of corporate governance and sustainable business conduct.

DELIVERING SUSTAINABLE VALUE

Responsible Finance,
Products & Client Solutions





Delivering Sustainable Value: Responsible Finance, Products & Client Solutions



Thailand's sustainable finance landscape continued to mature in 2025, creating a more explicit mandate for banks to support the country's transition while maintaining financial resilience and market credibility. This shift is being shaped by a combination of regulatory architecture and market expectation. The Thailand Taxonomy has become an increasingly important reference point for classifying environmentally sustainable activities, with Phase 1 covering the energy and transportation sectors and Phase 2 extending that framework to agriculture, construction and real estate, manufacturing, and waste management. In parallel, the Bank of Thailand has continued to signal the importance of helping drive business transition toward environmental sustainability through the financial sector, while the Securities and Exchange Commission of Thailand has further strengthened the enabling environment for green, social, sustainability, and sustainability-linked instruments through resource centres, disclosure requirements, and market guidance. Together, these developments are steadily redefining what responsible banking looks like in Thailand.

For Thai banks, this means sustainable finance is no longer best understood as a peripheral ESG theme or a generic response to global discourse. It has become a practical test of whether financial institutions can allocate capital credibly, assess transition pathways consistently, and support clients through a more demanding operating environment. Regulators are seeking stronger discipline in classification, risk management, and disclosure. Investors are paying closer attention to the integrity of sustainability claims and the quality of reporting. Society, meanwhile, increasingly expects banks to help finance outcomes that are both economically viable and socially relevant. In this context, sustainable finance has become a strategic imperative for Thai banking because it sits at the intersection of regulation, competitiveness, reputation, and long-term value creation. That is the Thailand-specific reality in which CIMB Thai's sustainable business agenda must be understood.

Against this backdrop, CIMB Thai's ambition is anchored in both local relevance and Group-level scale. In July 2025, announced a new sustainable finance target of RM300 billion by 2030, reinforcing sustainable finance as a central pillar of its 2030 sustainability roadmap and its Forward30 strategy. Within that wider ambition, CIMB Thai's role is to translate Group direction into execution that is meaningful in Thailand's policy, client, and sector context. Internal FY2025 drafting positions this as the Bank's contribution to a Group ambition framed at approximately THB 2.3 trillion, while emphasizing that CIMB Thai's sustainable finance agenda must remain rooted in domestic transition needs, regulatory developments, and market opportunities. This gives the chapter a clear starting point: CIMB Thai is not approaching sustainable finance as a standalone product agenda, but as a strategic business priority that connects capital allocation, client engagement, and institutional resilience.



Key Highlights: Sustainable Business Pillar in 2025

1. Corporate Banking recorded THB 6,667.20 million in green and sustainability-linked loan products, reflecting the Bank's continued role in channeling capital toward sustainable business.
2. Financial Institutions recorded THB 4,833.28 million in social loan products, demonstrating the Bank's ability to deploy capital toward activities with clear social impact and inclusion outcomes.
3. Debt Capital Markets under Investment Banking recorded THB 6,361.90 million in overall green bond issuances, reinforcing the Bank's sustainable capital markets capability and its role in supporting clients' access to labelled financing instruments.
4. Treasury & Markets recorded THB 74,880.36 million in sales and investment in ESG products, underscoring the scale of sustainable investment activity facilitated through the Bank's treasury platform.
5. Consumer Banking recorded THB 3,668.07 million in financing for low-income customers with monthly income below THB 20,000, reflecting the Bank's continued commitment to financial inclusion through retail financing solutions.
6. Consumer Banking also recorded THB 1,007.60 million in corporate bonds, government bonds, CIMB Thai subordinated green bonds, and mutual funds, widening customer access to sustainability-related and investment-linked products.
7. The Bank launched the Sustainability360 advisory program as an integrated advisory offering to support corporate customers and financial institution customers in preparing technical documentation for debt issuance and loan requests, while aligning projects and financing structures with relevant sustainability standards and requirements so that customers' financing frameworks are able to pass Second Party Opinion (SPO) requirements.
8. In 2025, the Sustainability360 advisory program incorporated Thailand Taxonomy Phase 1 and Phase 2 into its advisory process, enabling clients to assess project eligibility more rigorously and develop more credible and decision-useful technical documentation. The Bank's advisory capability includes technical guidance on the integration of Thailand and ASEAN taxonomies, ICMA-, APLMA-, and ISDA-related sustainable finance frameworks, sustainability performance targets, and transition financing approaches for high-emitting sectors.
9. Through Sustainability360 advisory, the Bank supported the development of green finance framework for customers that passed SPO assessments, linked to overall capital-raising activities of approximately THB 7,000 million.
10. The Bank prepared the Subordinated Green Bond Progress Report for its THB 2,000 million Green Bond issued in 2024, supporting disclosure in line with the requirements of the Securities and Exchange Commission of Thailand and reinforcing post-issuance transparency.
11. The Bank also continued to advance financed emissions management as part of its sustainable banking approach, applying methodologies aligned with the Partnership for Carbon Accounting Financials (PCAF) across five asset classes and linking this work to its wider climate-related disclosure agenda under ISSB IFRS S2.



Material Topics in Sustainable Business

Section	Material Topics	Ranking in Overall 13 Material Topics
Sustainable Financing	Sustainable and Responsible Finance	1
	Financial Inclusion and Financial Literacy	9
Customer Experience	Customer Experience	10
Digitalization and Innovation	Digitalization and Innovation	5

CIMB Thai's sustainability management is expressed through four material topics that shape the Bank's Sustainable Business narrative:

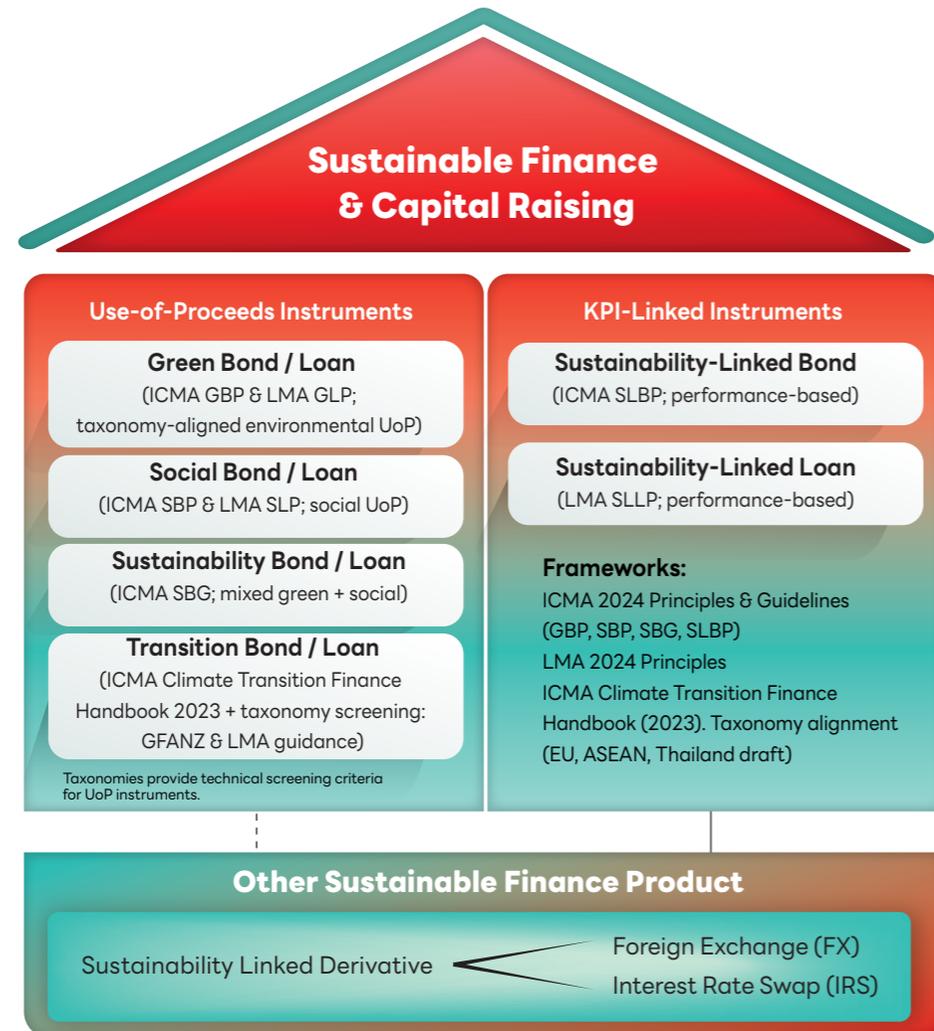
1. Sustainable & Responsible Finance
2. Financial Inclusion & Financial Literacy
3. Customer Experience
4. Digitalization & Innovation

These topics are not intended to function as separate silos. Rather, they form an interconnected model for how the Bank creates value in a changing economy. Sustainable & Responsible Finance provides the core discipline for mobilising capital, structuring solutions, and managing environmental and social risk with greater rigour. Financial Inclusion & Financial Literacy extends that agenda by recognising that a sustainable bank must also strengthen access, capability, and resilience across customer segments. Customer Experience reflects the importance of trust, clarity, and usability as clients navigate increasingly complex sustainability-related needs. Digitalization & Innovation acts as a cross-cutting enabler, supporting better data, more efficient delivery, and stronger responsiveness across the value chain. Read together, these four topics define sustainable business as an integrated banking model rather than a set of disconnected initiatives.

For FY2025, CIMB Thai therefore positions sustainable finance as both a responsibility and an opportunity. The Bank's task is not merely to participate in the growth of sustainable finance instruments, but to help finance Thailand's transition in a way that is just, credible, disciplined, and relevant to the real economy. In this way, CIMB Thai presents sustainable finance not as an adjunct to banking, but as part of the Bank's broader effort to remain resilient, trusted, and future-ready in a market where sustainability expectations are rising in both depth and consequence.

CIMB Thai's GSSIPS Framework

The Green, Social, Sustainability Impact Products and Services (GSSIPS) framework is the Bank's architecture for identifying and delivering financing, investment and related solutions that support environmental and social outcomes through a disciplined and credible framework. At its core, it gives CIMB Thai a common language for understanding what qualifies as green, social, sustainable or transition-related activity, and for distinguishing between transactions that finance clearly defined eligible activities and those that incentivise broader sustainability performance. This matters because sustainable finance is not only about directing capital to positive outcomes; it is also about applying a consistent product logic so that customers, investors and regulators can understand how each instrument is intended to work and what sustainability purpose it is designed to serve.



Process Improvements

- Circular Economy
- Resource Efficiency
- Green Manufacturing
- Pollution Control & Prevention

Climate Solutions

- Green Buildings
- Carbon Capture & Storage
- Climate Adaptation
- Sustainable Forest Management
- Environmental Conservation & Restoration

Energy

- Renewable & Clean Energy and Energy Efficiency
- Energy Storage

Sustainable Connectivity

- Transportation & Connectivity
- Grid Interconnection
- Digital Technology
- E-Commerce, Internet & Communications

Sustainable Sectors

- Sustainable Supply Chains
- R&D in Sustainable Development
- Sustainable Agriculture & Food Innovations
- Blue Economy

Sustainable Finance

- Sustainability-Linked Financing/Bonds
- Transition Financing/Bonds

Access to Basic Needs

- Affordable Housing
- Free/Subsidized Healthcare
- Free/Subsidized Education
- Technical & Vocational Education & Training

Responsible Businesses

- Sharing Economy
- Social Economy

Inclusion & Wellbeing

- Financial Inclusion
- Microfinance



Within this architecture, the first family of instruments is use-of-proceeds financing. These instruments direct funds to clearly identified eligible activities and are typically structured as green, social, sustainability or transition-oriented bonds and loans, depending on the underlying purpose and eligibility of the financed activities. Their common foundation lies in four elements: a clearly defined use of proceeds, a transparent process for project evaluation and selection, disciplined management of proceeds, and reporting on allocation and impact. In external terms, this is the part of the architecture that answers a simple question: what exactly is the financing meant to fund, and how will stakeholders know that the funds have been used as intended.

The second family comprises KPI-linked or sustainability-linked instruments, where the defining feature is not a ring-fenced pool of proceeds but a borrower's performance against pre-agreed sustainability metrics. In this model, financial characteristics are linked to the achievement of key performance indicators and sustainability performance targets that are expected to be meaningful, measurable and independently verifiable. This includes sustainability-linked loans and, in the wider capital markets, sustainability-linked bonds. The broader sustainable finance market has also seen the emergence of sustainability-linked derivatives, where sustainability-linked features are embedded into conventional derivative structures through performance-linked mechanisms.

Presented together, these instrument families help explain the essential logic of modern sustainable finance: some instruments finance eligible activities directly, while others use financial incentives to accelerate measurable change at the level of the borrower or transaction counterparty.



GSSIPS Classification and Inclusion Logic



The strength of the GSSIPS framework lies not only in the range of products it covers, but in the rigour of the classification process behind it. CIMB Thai applies a sequence that begins with exclusion and watchlist screening, followed by sustainability due diligence, before a transaction is classified into its appropriate product category. New business relationships and relevant financing relationships are subject to sustainability due diligence, with a two-tier approach that begins with Basic Sustainability Due Diligence and escalates to Enhanced Sustainability Due Diligence where deeper assessment is required. Only after these steps does the Bank determine whether a transaction should be treated as a dedicated use-of-proceeds instrument, a general-purpose sustainability-linked instrument, or a transition-related case requiring its own assessment logic. This sequencing is important because it shows that sustainable finance classification follows risk screening and governance discipline; it does not substitute for them.

Once a transaction has passed sustainability due diligence and been grouped into the appropriate category, the Bank verifies its alignment against the relevant reference framework. Depending on the structure, this may involve Thailand Taxonomy, applicable ICMA principles for bond instruments, or the relevant loan market principles used for green, social or sustainability-linked lending. For sustainability-linked structures, the Bank places emphasis on the relevance and materiality of KPIs, the credibility and ambition of SPTs, and the need for ongoing reporting and independent verification. For use-of-proceeds structures, the focus shifts to the integrity of eligible categories, the management of proceeds, and the transparency of allocation and impact reporting. This framework gives external stakeholders confidence that GSSIPS recognition is based on defined criteria and verification pathways rather than on broad sustainability claims alone.

Governance is an equally important part of that credibility. CIMB Thai's Sustainability team plays a central role in evaluating proposed eligible assets and sustainable finance structures, while Management Committee oversight supports accountability for framework-based labelled instruments. The Bank's approach also includes mechanisms for review and removal where an activity no longer meets the relevant eligibility threshold, reinforcing the principle that sustainable finance classification must remain dynamic and evidence-based over time. This matters particularly in a taxonomy-driven environment, where eligibility can depend not only on the type of activity, but also on technical thresholds, time-bound criteria and broader safeguards. For external readers, the key point is straightforward: the Bank's approach is designed to ensure that sustainable finance classification is governed, reviewable and capable of being challenged where necessary.



Developing and Implementing the Thailand Taxonomy

For CIMB Thai, Thailand Taxonomy has become the central reference point for determining environmental eligibility within this architecture. Phase 1 of Thailand Taxonomy was released in 2023 and focused on the energy and transportation sectors, while Phase 2 was published in 2025 and expanded coverage to agriculture and forestry, buildings and real estate, manufacturing, and waste management. Together, these phases created a six-sector classification backbone that is highly relevant to Thailand's transition pathway and to the financial sector's role in supporting that transition. By adopting Thailand Taxonomy across these six sectors, CIMB Thai strengthened the consistency of its GSSIPS screening, aligning its sustainable finance decision-making more closely with Thailand's evolving policy and market framework.

CIMB Thai's role has gone beyond simple adoption. The Bank's Sustainability function has contributed to the practical development and implementation of Thailand Taxonomy, including technical screening criteria and implementation approaches intended to make the framework more usable in real-world financing contexts. This is significant because taxonomy value depends not only on policy design, but also on whether financial institutions can apply the criteria consistently in origination, structuring and review. CIMB Thai has also developed internal tools to support taxonomy-based screening across business units, helping translate regulatory and technical concepts into decision-useful guidance for evaluating projects and transactions. In this way, taxonomy integration supports both front-end origination and higher-value advisory, allowing the Bank to engage customers with greater clarity on what may qualify, what may not, and what may need to change to become financeable under sustainable finance standards.

Taken together, GSSIPS, Thailand Taxonomy integration, and the Bank's screening methodology show how CIMB Thai is positioning itself in sustainable finance with both technical discipline and strategic intent. The Bank is not simply offering labelled products. It is building a coherent ecosystem in which product architecture, taxonomy-based screening, due diligence, governance and client advisory reinforce one another. That combination is what makes the model more credible and more distinctive. It allows CIMB Thai to participate in sustainable finance not only as a lender or arranger, but as a partner that helps clients navigate complexity, strengthen integrity in financing structures, and move more confidently along their transition journey.

In 2025, the Bank incorporated the Thailand Taxonomy into its recently introduced Sustainability360 advisory program. Sustainability360 advisory program offers technical documentation assistance for debt issuance and loan requests by integrating Thailand Taxonomy Phase 1–2 into the procedure. This service helps clients perform eligibility assessments for their projects and create trustworthy technical documentation.

Managing the Legalities Relating to Sustainable Finance and Sustainable Banking

In 2024, CIMB Thai Bank launched THB 2,000 million in Green Bonds to raise funds in support of environmental projects (Green Projects). The bonds were issued as subordinated instruments with a 10-year term according to the Bank's Sustainable Bond Framework.

In this process, the Bank identified qualifying customer projects based on the Thailand Taxonomy to confirm that the funds were truly utilized for environmental objectives. Moreover, the Bank created the Subordinated (Green Bond) Progress Report to complete the disclosure and reporting obligations established by the Securities and Exchange Commission of Thailand (SEC).

Managing legalities and regulatory compliance is an essential tool to enhance transparency, trustworthiness, and stakeholder assurance. It additionally enhances the Bank's capacity to promote sustainable finance effectively while staying in accordance with long-term regulatory structures. Additional information regarding the Subordinated (Green Bond) Progress Report and the Sustainable Bond Framework can be found on the Bank's website page Sustainability.

Financial Inclusion and Internal Social Taxonomy

The Bank focuses on creating environmentally sustainable products and services while also promoting inclusive access to financial services (Financial Inclusion) for individuals and businesses alike. Special attention is given to low-income populations and individuals impacted by unexpected circumstances, to guarantee that they have access to suitable and equitable funding sources and financial support tailored to the unique requirements of each group.

In 2025, the Bank served as an arranger for a Sustainability Bond on behalf of the Government Housing Bank, aiming to enhance the Bank's business activities. This transaction meets the criteria for Social Financing as defined by CIMB Thai Bank's Social Loan Classification.



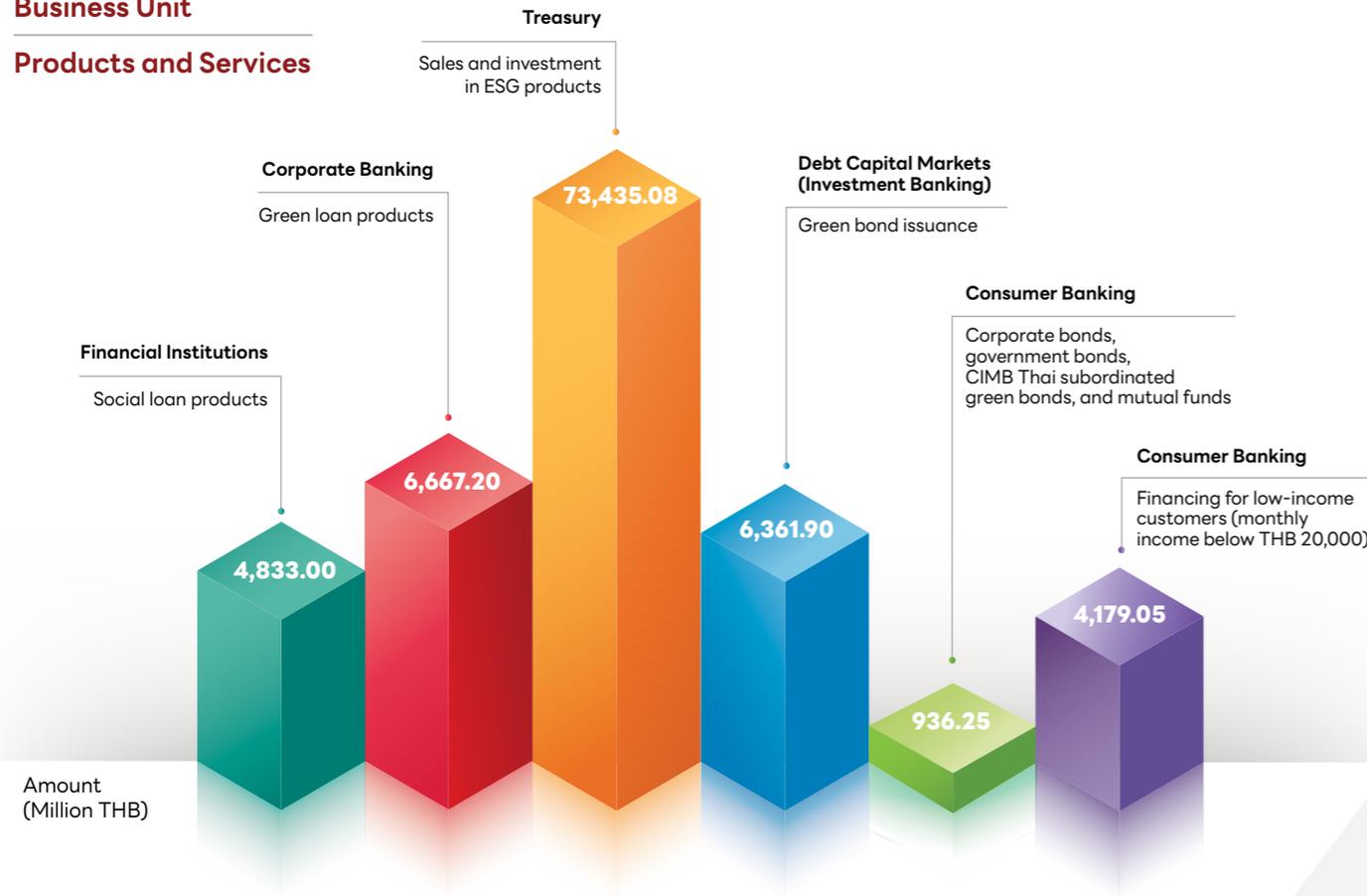
CIMB Thai's GSSIPS Achievements in 2025

In 2025, CIMB Thai Bank demonstrated its role as a key supporter of sustainable development through the successful delivery of products and services that generate positive environmental, social, and sustainable impact outcomes (GSSIPS).

As of 31 December 2025, CIMB Thai Bank achieved approved sustainable finance performance in alignment with the Bank's GSSIPS framework, as reviewed and endorsed by the Sustainability function, as summarized below:

Business Unit

Products and Services



Since introducing its sustainable finance framework in 2021, CIMB Group has progressively raised its ambitions — scaling up its initial RM30 billion targets to RM100 billion for 2021–2024.

In 2025, The Group set a Sustainable Finance target at RM 300 billion by 2030 (THB 2.3 trillion), CIMB Thai Bank delivered sustainable finance outcomes in line with the CIMB Group's GSSIPS framework, comprising:

- > **Corporate Banking:** THB 6,667.20 million, equivalent to RM 872.04 million – green loan products.
- > **Investment Banking:** THB 6,361.90 million, equivalent to RM 832.11 million – green bonds and social bonds.
- > **Financial Institutions:** THB 4,833.00 million, equivalent to RM 632.13 million – social loan products.
- > **Customer Banking:** THB 5,115.30 million, equivalent to RM 657.43 million – social and sustainability-linked loan products.

The above performance demonstrates CIMB Thai Bank's ability to deliver sustainable finance outcomes in a tangible and scalable manner across all key business segments, including Corporate Banking, Investment Banking, Financial Institutions, and Retail Banking. These results reflect not only the expansion of sustainability-related financing and investment activities, but also the Bank's role in supporting clients' transition towards more sustainable business models.

Nevertheless, achieving meaningful sustainability outcomes requires more than the provision of capital alone. It also requires an integrated approach that supports clients across strategy, risk management and operations. CIMB Thai Bank has developed the Sustainability360 advisory program to provide end-to-end support, combining advisory capabilities with tailored financial solutions to address clients' sustainability needs.



Sustainability360 Advisory Program

In 2025, CIMB Thai introduced the Sustainability360 Advisory Program as an integrated sustainability advisory proposition designed to help clients move from ambition to execution. The program was developed to support corporate and financial institution customers in structuring credible sustainable finance transactions, with a practical focus on helping them prepare the technical foundations required for green, social, sustainability and sustainability-linked financing. Rather than treating sustainable finance as a narrow product label, CIMB Thai positioned Sustainability360 as a value-added capability that connects client strategy, financing structure, market standards and implementation discipline in a way that is relevant to Thailand's evolving transition landscape.

The program reflects how CIMB Thai has chosen to translate sustainability into real client solutions within the Thai market. As expectations around taxonomy alignment, disclosure quality, transition planning and financing credibility continue to rise, customers increasingly require more than access to capital: they need structured guidance on how to define eligible projects, articulate use of proceeds, calibrate sustainability performance targets, and prepare documentation that can withstand external review. In 2025, Sustainability360 incorporated Thailand Taxonomy Phase 1 and Phase 2 into its advisory process, enabling clients to assess project eligibility with greater rigor and to develop more decision-useful financing documentation. This is consistent with CIMB Thai's broader sustainable finance architecture, which already embeds environmental and social considerations into lending, portfolio design and risk management.

CIMB Thai's capability therefore goes beyond arranging finance alone: it helps clients shape the technical, governance and reporting backbone that allows sustainable financing to be credible, investable and execution-ready.

What distinguishes Sustainability360 is the depth of technical capability brought into the advisory process. In addition to structuring support, CIMB Thai has built the program around practical application of the Thailand and ASEAN taxonomies, as well as relevant market standards associated with sustainable finance instruments and sustainability-linked structures. This matters because the Thai market increasingly demands solutions that are not only commercially workable, but also technically defensible. CIMB Thai's advisory capability has therefore been shaped to address real-world questions around eligible activities, transition pathways, sector nuance, KPI relevance, reporting expectations and external review readiness.



In practical terms, Sustainability360 supports clients across both use-of-proceeds and sustainability-linked structures, for loans as well as debt capital market transactions. Its scope includes the development of:

- Green, social and sustainability financing frameworks;
- Sustainability-linked financing frameworks with KPI and SPT design;
- Taxonomy and transition plan integration;
- Liaison through the second-party opinion process; and
- Post-issuance or post-origination support such as annual reporting.



Key Components of Sustainability360 Advisory Program



In 2025, Sustainability360 supported the development of green financing frameworks that successfully passed second-party opinion assessments and were linked to overall capital-raising activities of approximately THB 7,000 million. The program also contributed to the origination and support of sustainable finance opportunities involving listed power-sector customers with different transition profiles, including one with a renewable energy platform and another with a low-carbon power and waste-management orientation. In the next phase, the advisory proposition was also being deployed in live proposals for major Thai corporate sustainability financing opportunities, demonstrating that Sustainability360 had moved quickly from launch into commercially relevant execution.

Sustainability360 also complements the wider progress of CIMB Group, which has continued to deepen sustainable finance capabilities across ASEAN through strengthened frameworks, sustainability-linked solutions, treasury-linked structures, SME propositions and sustainable sukuk platforms. However, CIMB Thai's Sustainability360 stands out for its distinctly local execution model. It is built around Thailand's regulatory and market context, combines advisory with sector-specific technical insight, and is designed for clients who need tailored support in navigating complex financing and transition questions. In that sense, Sustainability360 is not simply a local version of a regional idea. It is a home-grown capability that shows how CIMB Thai can take Group ambition and convert it into advisory leadership that is relevant, commercially useful and ready for the realities of the Thai market.

Looking ahead, Sustainability360 strengthens CIMB Thai's role in helping clients finance transition with greater credibility and confidence. As sustainable finance markets mature, clients will increasingly differentiate between providers that can distribute capital and those that can also help shape sound, decision-useful and externally robust financing structures. It demonstrates an ability not only to respond to market demand, but to help define what high-quality sustainable finance advisory should look like in Thailand: technically grounded, commercially relevant, and aligned with the long-term transition needs of clients and the economy.



Sustainable Business Risk Management

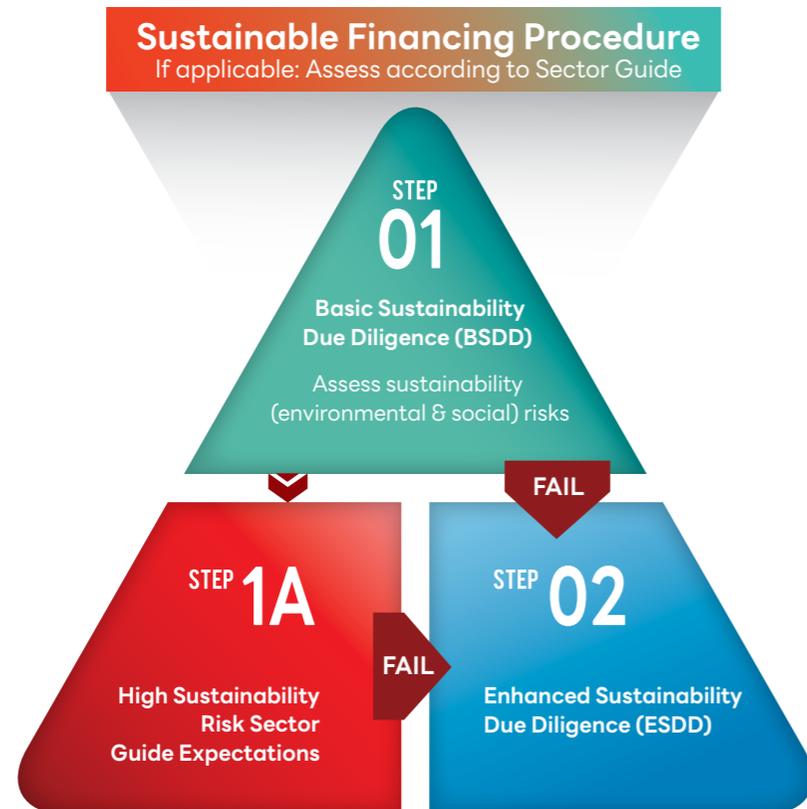
By 2025, CIMB Thai's approach to sustainable business risk management had evolved into a working control discipline embedded in the Bank's non-retail financing and capital-raising activities. Rather than treating sustainability as a standalone overlay, the Bank operationalised it as part of how transactions are screened, challenged, escalated and ultimately decided. This gave sustainability risk management a practical role in protecting asset quality, maintaining market credibility, and supporting more responsible capital allocation in sectors facing increasing environmental and social scrutiny.

At the core of this approach is a structured due diligence process that begins early in the transaction lifecycle. For relevant financing and capital-raising cases, sustainability considerations are assessed through a front-end screening process and escalated when higher-risk issues are identified. This enables CIMB Thai to identify material environmental and social concerns before final credit approval, rather than after a transaction has already advanced. In practice, the process is designed to distinguish between customers with credible management of sustainability risks and those whose exposures, conduct or transition readiness may create unacceptable downside for both the client and the Bank.

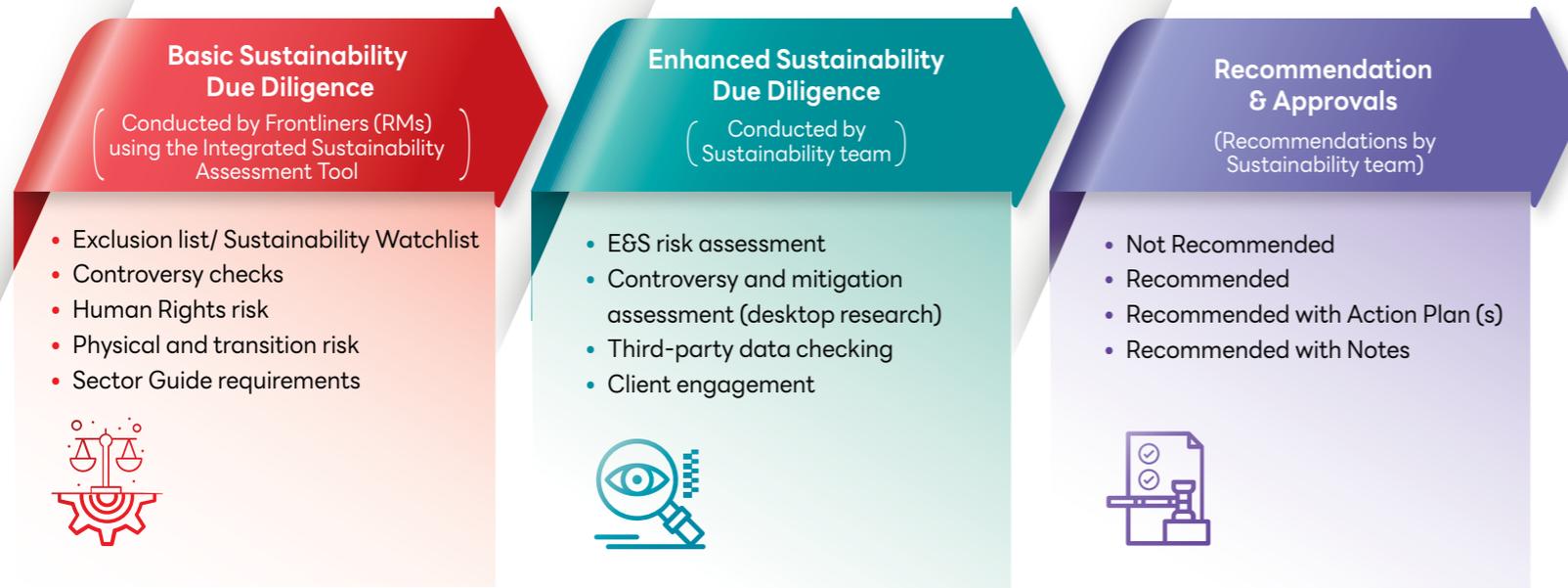
By 2025, the framework was no longer just policy architecture; it had become part of day-to-day banking execution. CIMB Thai had already built a locally applied Sustainable Financing Policy structure, supported by due diligence workflows, exclusion logic and sector-specific guidance for industries with elevated sustainability sensitivity. This strengthened the Bank's ability to move beyond generic ESG language and apply differentiated judgement to sectors where transition risk, environmental footprint, social impact and reputational exposure are more acute.

In practical terms, this meant a more disciplined approach to sectors such as energy, natural resources, infrastructure, manufacturing and other activities where environmental and social performance can materially affect long-term creditworthiness and stakeholder trust.

When a case is escalated, the analysis goes beyond a basic compliance check to examine issues such as controversy history, regulatory breaches, client management response, mitigation plans, and broader sustainability risk signals that may affect future resilience. In 2025, Group-wide criteria were also tightened for clients assessed as significantly high sustainability risk, including restrictions on new financing or enhancements to coal exposure, or existing facilities in cases involving repeated serious incidents or very severe controversies, alongside watch-list treatment for closer oversight. This helped reinforce consistency of judgement across markets while allowing CIMB Thai to apply that discipline in a way that is relevant to Thai transactions and sector realities.



ESDD and BSDD process escalated to Sustainability team



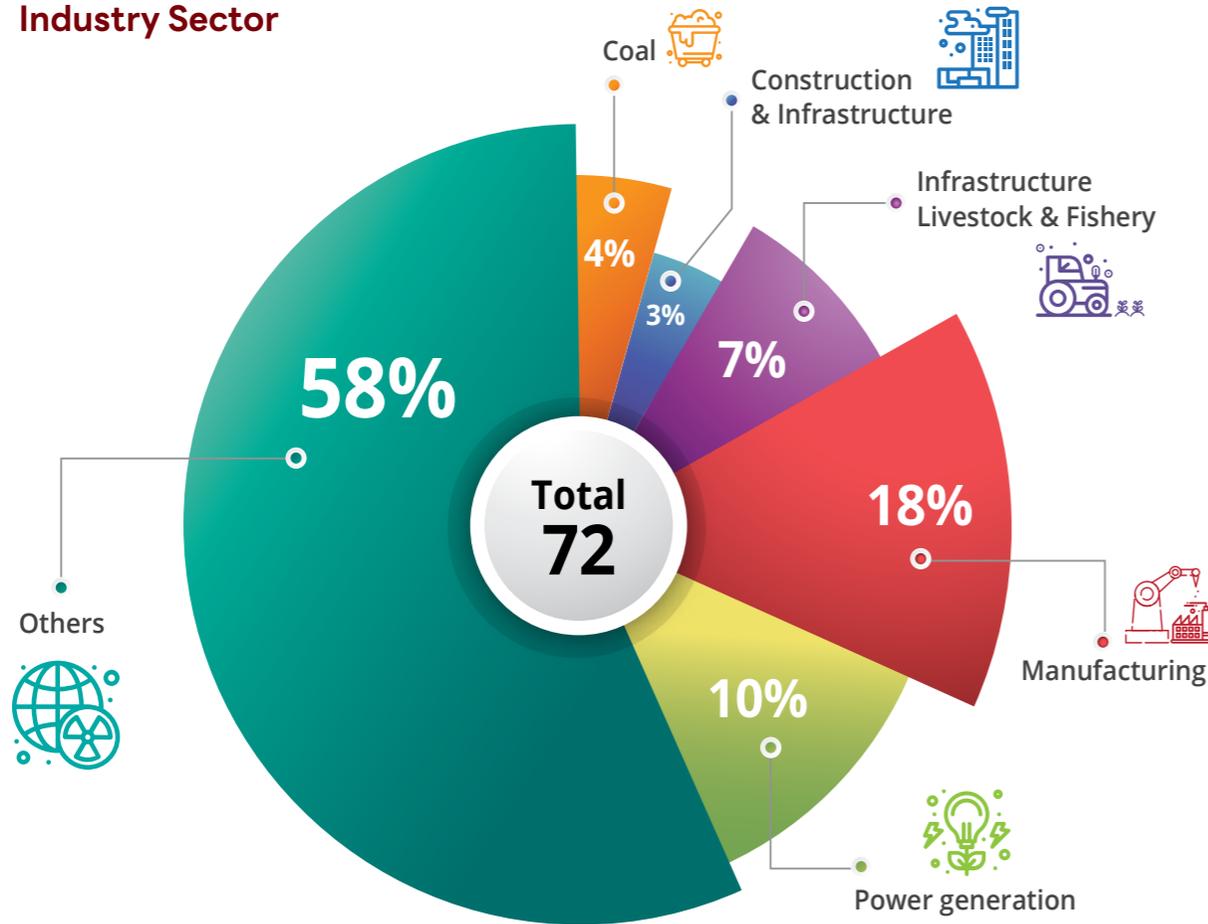
In 2025, heightened attention was applied not only to traditionally sensitive sectors, but also to emerging areas such as data-centre-related projects, where concerns around energy demand, water use and broader transition implications require a more forward-looking form of due diligence. The significance of CIMB Thai's approach is therefore not that it excludes risk indiscriminately, but that it improves the Bank's ability to identify when risk is manageable, when mitigation is required, and when a transaction should be constrained, restructured or declined.

Taken together, CIMB Thai's sustainable business risk management in 2025 reflects a maturing banking capability: one that integrates sustainability into financing and capital-raising decisions with greater consistency, clearer escalation discipline and stronger connection to transition realities in the Thai market. It supports the Bank's ability to manage reputational, regulatory, environmental, social and transition risks more proactively, while also reinforcing the credibility of the Bank's sustainable finance franchise.

In 2025, the Bank's Sustainability unit evaluated a total of 72 CIMB Thai clients for Enhanced Sustainability Due Diligence (ESDD) in line with the guidelines established in the Bank's Sustainability Policy (SP) and Sustainable Financing Policy (SFP).



Industry Sector



During 2025, this capability advanced in two closely connected areas.

First, the Bank deepened sector pathway management by sharpening its focus on the most material exposures within priority sectors, supported by annual progress monitoring, refreshed sector analysis and closer review of changes in portfolio composition and emissions-related trends. This covers priority sectors such as thermal coal, power generation, oil and gas, cement manufacturing, real estate sectors. Second, the Bank progressed portfolio transition governance by developing more structured monitoring and decision processes for both on-book and pipeline activity, allowing new business to be assessed for consistency with longer-term sector transition pathways. This is particularly important in hard-to-abate sectors, where the Bank's role is not simply to reduce exposure indiscriminately, but to differentiate between activities that risk locking in emissions and those that support credible transition, diversification, efficiency improvements and lower-carbon business models.

Coal-related exposures, in particular, remain subject to tighter transition discipline (coal phase-out) in line with the Group's broader decarbonisation commitments, while other sectors are managed through a combination of sector-specific pathway analysis, engagement prioritisation and portfolio monitoring. This work is anchored within CIMB Thai's broader sustainable financing and risk architecture. For sectors and transactions with elevated environmental and social risk, the Bank applies enhanced sustainability due diligence, sector-specific guidance and stronger governance discipline, while using regular cross-functional reviews to examine more complex cases, emerging hotspots and implementation priorities.

In 2025, CIMB Thai continued to strengthen Sustainable Business Risk Management under its Sustainable Business pillar by translating CIMB Group's sector decarbonisation pathways and portfolio transition governance into local banking practice. This approach focuses on the priority high-emitting sectors identified at Group level and aligns origination, client engagement, due diligence, portfolio review and escalation processes with the Group's 2030 climate targets and long-term net zero ambition. Rather than treating climate commitments as a standalone reporting exercise, the Bank increasingly manages them as part of day-to-day business steering—clarifying where transition risks are concentrated, where transition opportunities can be supported, and how financing decisions should remain consistent with sector-specific pathways over time.

In 2025, sectoral decarbonisation governance and portfolio transition management has also become more data-driven. The Bank worked to strengthen facility- and position-level data capture across lending and investment exposures, improve the quality of financed emissions and sector monitoring inputs, and align internal monitoring more closely with evolving disclosure and risk management expectations. This provides a stronger basis for management oversight, supports timely escalation when exposures move materially, and enables more consistent engagement between sustainability teams, business units and risk functions on high emissions intensity sectors and transactions.



Financed Emissions

Sustainable Banking through Managing Financed Emissions

Beyond the business opportunities arising from sustainable finance and the management of environmental and social risks, CIMB Thai Bank also places importance on the potential indirect greenhouse gas emissions associated with its lending and investment activities. These emissions arise from the economic activities of clients financed or invested in by the Bank and are classified as Scope 3 emissions.

In the context of climate change, the financial sector plays a crucial role in either supporting or slowing down greenhouse gas emissions through capital allocation, lending, and investment activities. The greenhouse gas emissions arising from these activities are collectively referred to as “financed emissions.”

Thus, the Bank not only aims to minimize environmental effects from its internal operations but also prioritizes addressing environmental impacts arising from its financial activities. This approach enhances customer trust and facilitates a concrete shift toward a low-carbon economy.

To handle financed emissions, the Bank has implemented concepts and calculation methods that align with the Partnership for Carbon Accounting Financials (PCAF) framework. The information utilized for these computations encompasses CIMB Thai’s corporate lending portfolio and is derived using sector-specific methods that adhere to PCAF standards, supervised by the Bank’s Sustainability team.

Currently, the Bank covers financed emissions calculations across five main asset classes:



To track progress over time, CIMB Thai Bank compares financed emissions across key asset classes on an annual basis. This comparison provides insights into changes in portfolio emissions and helps the Bank assess the effectiveness of its climate risk management and client engagement efforts.



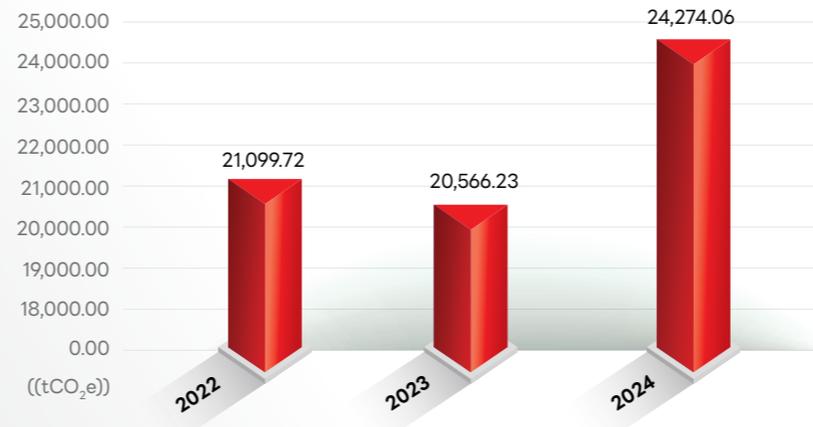
The following chart compares financed emissions across five asset classes.

Legend: ▮ Absolute Emission (Scope 1+2)

Business Loans and Unlisted Equity



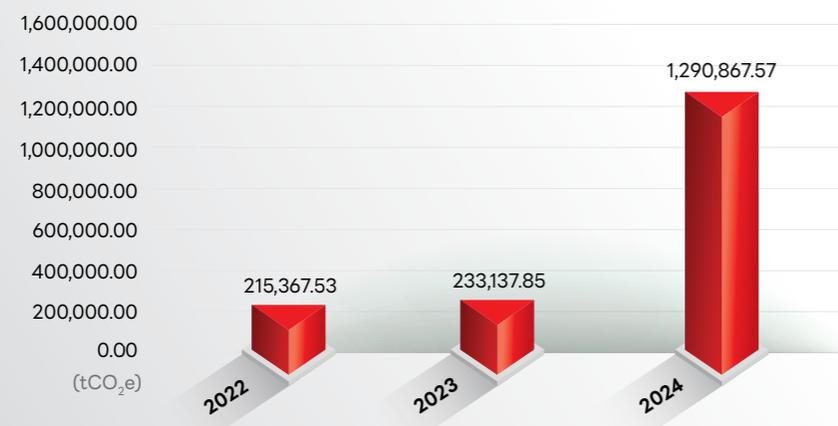
Commercial Real Estate



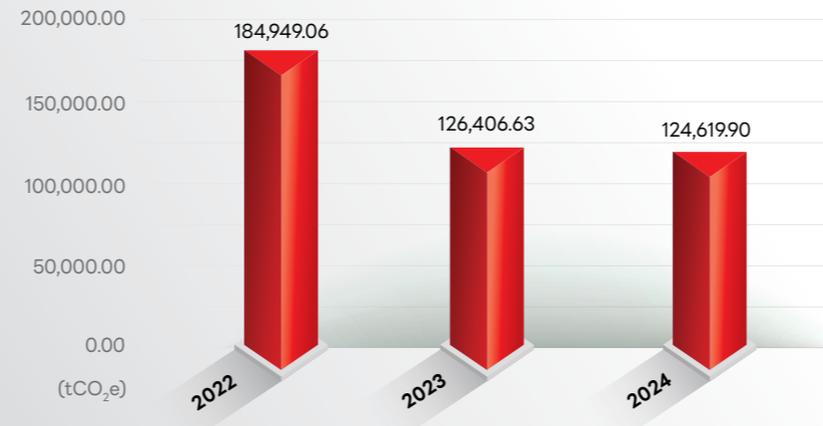
Motor Vehicle Loans



Corporate Bonds and Listed Equity



Mortgages



Data regarding financed emissions from lending operations for 2024 has been revealed in the Bank's 2024 Climate Report, created by the IFRS Sustainability Disclosure Standard: IFRS S2 Climate-related Disclosures. These standards mandate the revealing of climate-related risks and opportunities that could impact on the Bank's financial performance and condition. Further information regarding the Bank's handling of financed emissions in 2024 is available in the Climate Report 2024.

Effective management of greenhouse gas emissions is a core component of the Bank's sustainability strategy. It reflects the Bank's responsibility to identify, manage, and mitigate climate-related risks and impacts arising from its financial activities.

The following section shifts the focus to customer experience, highlighting how the Bank engages with and supports its customers in navigating evolving sustainability-related expectations.

ESDD and BSDD process escalated to Sustainability team

Moreover, after flooding in Thailand's southern areas, the Bank initiated relief actions for impacted clients based on its governance standards (Internal Threshold) for assisting vulnerable populations and those affected by disasters.

In addition, the Bank offers retail loan products for individual customers to comprehensively address customer needs. These products focus on sustainable debt resolution and aim to expand financial access for the public, as outlined below.

These actions reflect the application of the Social Loan Classification framework and Internal Threshold as tools to effectively screen and design assistance measures that genuinely address the needs of target groups. This approach enables the Bank to allocate financial resources efficiently and transparently to customers who face limitations in accessing financial services.

Overall, the Bank's efforts to promote financial inclusion not only help mitigate short-term impacts but also contribute to strengthening customers' long-term financial stability and resilience. Under the Responsible Lending approach, the Bank helps ensure careful consideration of customers' debt repayment capacity, to prevent excessive indebtedness and to support sustainable economic and social growth. Further details are available on the CIMB Thai Bank website page Responsible Lending.



CIMB THAI
ธนาคาร ซีไอเอ็มบี ไทย

**ธนาคาร ซีไอเอ็มบี ไทย และบริษัทในเครือ
ขอร่วมเคียงข้างด้วยมาตรการช่วยเหลือ
ผู้ประสบอุทกภัยในพื้นที่ภาคใต้**

- ลูกค้าสินเชื่อรายย่อย
ทุกประเภท**
 - ลดค่างวด ขยายระยะเวลาผ่อนชำระ
 - พักชำระค่างวดสูงสุด 3 เดือน

แจ้งความประสงค์เข้าร่วมมาตรการ ตั้งแต่วันที่ - 31 ธันวาคม 2568

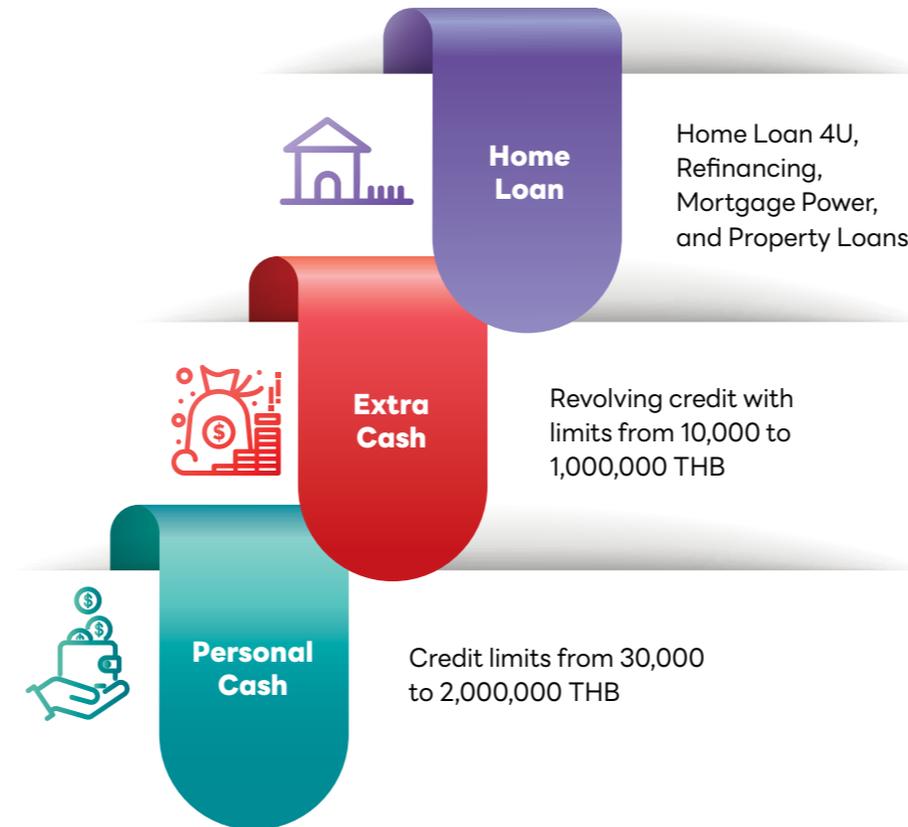
 - ลูกค้าสินเชื่อธนาคาร ซีไอเอ็มบี ไทย โทร. 02 626 7070
 - ลูกค้าสินเชื่อธนาคาร ซีไอเอ็มบี ไทย ๐๐ที โทร. 02 491 5555
 - ลูกค้าสินเชื่อธนาคาร เวสต์ซีเอ โทร. 02 096 4599
- ลูกค้าสินเชื่อ SME**

พักชำระเงินต้น/ลดอัตราดอกเบี้ย
เป็นการชั่วคราวสูงสุด 6 เดือน

แจ้งความประสงค์เข้าร่วมมาตรการ ตั้งแต่วันที่ - 31 มกราคม 2569

 - ลูกค้าสินเชื่อ SME ธนาคาร ซีไอเอ็มบี ไทย โทร. 02 638 8682 หรือ RM ที่ดูแลท่าน
- ลูกค้าสินเชื่อธุรกิจขนาดใหญ่** โทรติดต่อ RM ที่ดูแลท่าน

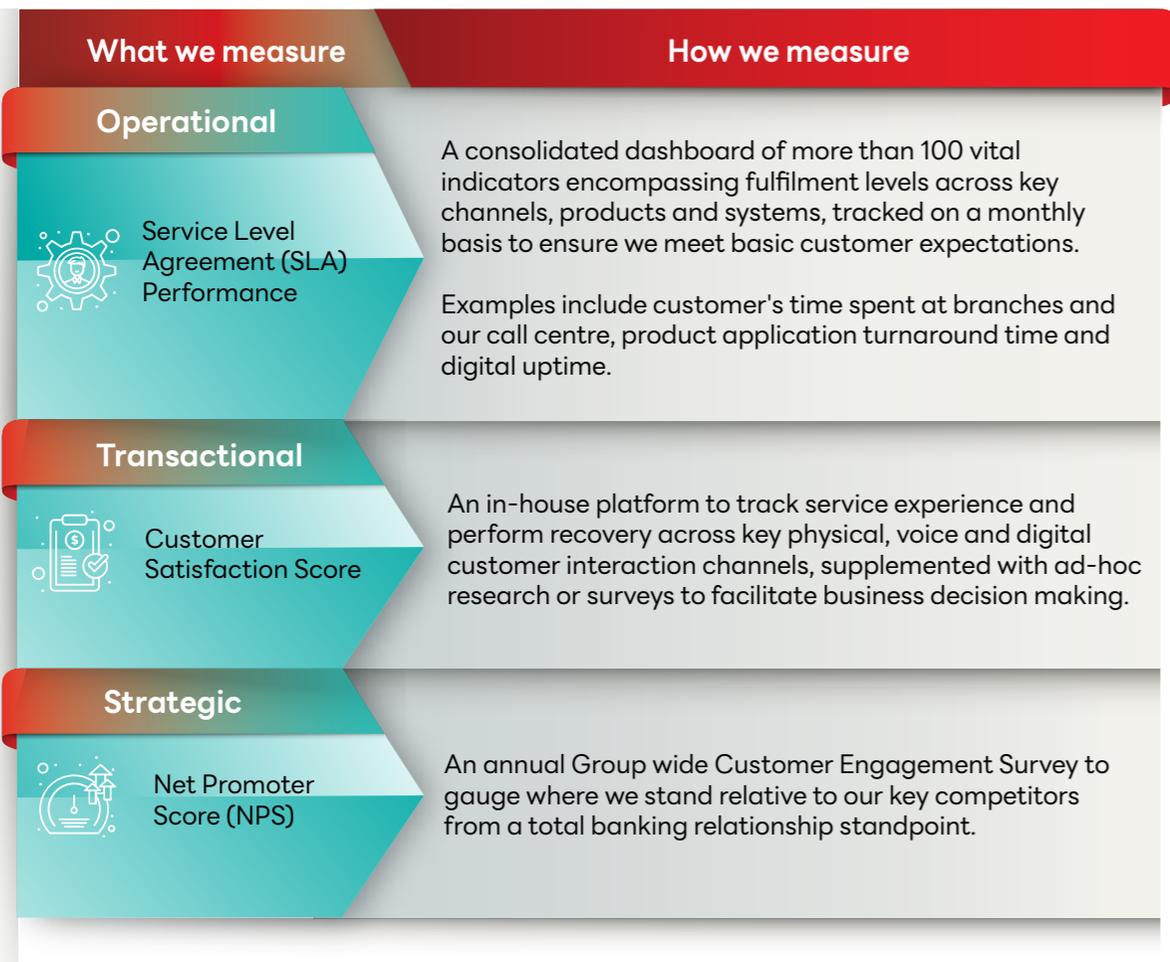
MOVING FORWARD WITH YOU





Customer Experience

The Bank consistently works to improve customer experience, using the Net Promoter Score (NPS) as a crucial measure to evaluate customer satisfaction and loyalty. NPS is an internationally acknowledged measure that indicates customers' readiness to suggest the Bank's products and services to others. A consistent increase in the NPS score highlights the Bank's success in fulfilling customer needs and expectations.



In 2025, the CIMB Group's Customer Experience (Group CX) revised its survey methodology and changed the survey administrator. As a result, the survey was not conducted and related data were not disclosed for the year. The banking group plans to resume the disclosure of this information in 2026.

The Bank is dedicated to enhancing customer experience based on sustainable banking principles, prioritizing a strong customer-focused strategy. It functions in accordance with its dedication to Treating Customers Fairly (TCF), guaranteeing that all customer groups are provided with services that are clear, equitable, and suitable.

CX Function acts as a hub for coordination, collaborating with customers and internal departments to address customer issues and complaints efficiently. The Bank has implemented thorough complaint management policies and procedures that align with local regulatory demands and CIMB Group guidelines.





In accordance with regulatory requirements of the Bank of Thailand and fair practice guidelines of the Securities and Exchange Commission of Thailand, customers have the right to lodge complaints with the relevant regulatory authorities, including:

- Financial Consumer Protection Center (FCC), Bank of Thailand, Tel. 1213 or [email: fcc@bot.or.th](mailto:fcc@bot.or.th)
- Securities and Exchange Commission of Thailand (SEC), Tel. 1207 or [email: complaint@sec.or.th](mailto:complaint@sec.or.th)

The Bank places strong emphasis on preventing mis-selling and has developed a robust framework for identification and management, covering three key elements:

- Comprehensive root cause analysis across processes, people, and systems
- Adherence to the Treating Customers Fairly principle to ensure protection for all parties in the event of allegations
- Promotion of employee self-reporting to enable early detection, correction, and service recovery

As of 31 December 2025, the Bank had no cases of non-compliance with laws or voluntary codes related to the health and safety impacts of its products and services, and no fines or penalties were imposed by regulatory authorities.

The Bank recognizes that delivering a positive customer experience extends beyond convenience, speed, or service quality alone. It also encompasses responsible business practices that consider long-term impacts on society, the environment, and all stakeholders.

Digitalization and Innovation

Digital transformation and innovation play an increasingly important role in enhancing transparency, efficiency, and sustainability in the operations of financial service providers. However, while the shift toward digital services has improved convenience for users, Thailand has experienced a steady rise in online financial fraud and scam-related threats in recent years. Many victims have suffered significant financial losses, while fraud schemes have become more sophisticated, including the misuse of digital communication technologies and the impersonation of financial institutions.

This situation highlights that while digital financial services offer significant convenience and efficiency, they simultaneously provide chances for cybercriminals to take advantage of system weaknesses and user actions. Tackling these threats involves not just legal and regulatory enforcement; it also necessitates leveraging digital innovation and technology to bolster prevention strategies and improve effective risk management.

Digital Transformation and Innovation

CIMB Thai Bank has leveraged digital transformation to more effectively implement artificial intelligence (AI) technologies, improving operational efficiency in various domains. These involve utilizing AI algorithms to examine customer data to deliver recommendations, present products and solutions customized to specific needs (personalization), and improve the overall customer experience by making services more convenient, quicker, and more responsive.

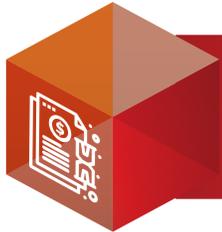
CIMB Thai Bank aligns with its vision of being a “Digital-led Bank with ASEAN Reach” by implementing AI through the idea of an “AI-Driven Organization.” This method aims to improve customer experience, upgrade digital platforms to accommodate various user requirements, and bolster the Bank’s ability to prevent and identify fraud using advanced systems.

In addition, the Bank promotes inclusive access to financial services for customers through the following electronic channels.

- The Bank’s application has introduced digital innovations to facilitate secondary bond trading, providing customers with easier access to investment opportunities. Clients can exchange bonds around the clock and track deals in real time, catering to the demands of modern investors and those looking for alternatives that may yield better returns than conventional deposits. Additional information can be found on the Bank’s website page Secondary Bond.



The bond trading service available on CIMB Thai Digital significantly enhances convenience for investors. In addition, dedicated specialists are available to provide daily investment advice, which is a key strength supporting CIMB Thai Bank's active promotion of this product. By using CIMB Thai Digital, investors can benefit in the following ways:



The Bank carefully selects high-quality government bonds and corporate debentures, offering a wide range of investment choices available every day.



The Bank makes it simple to buy and sell debt securities in the secondary market through CIMB Thai Digital Banking or at any nearby branch.

- > In addition to the range of digital innovations to facilitate secondary bond trading, CIMB Thai has and savings account and fixed account services for individual customers include:



Speed D Plus Savings by CIMB Thai

Competitive Interest Rate

Highly Flexible



Fixed D Deposit by CIMB Thai

Easy and Convenient

Highly Flexible in Deposit Plan

- > Corporate Cash Management transactions conducted through both the Bank's digital platform (Biz Channel) and Host-to-Host payment connectivity, enhancing efficiency, speed, and accuracy in corporate financial management.
- > Retail Payment Service transactions conducted through the CIMB THAI mobile application, supporting multiple payment and fund transfer channels, including QR Code scanning for interbank transfers. The application also provides international remittance services through various channels, such as Speed Send and CIMB Thai International Money Transfer, offering competitive fees and preferential rates for ASEAN countries.



In 2025, customers made 14,395,882 transactions via the Bank's digital application.

Overall, digital transformation and innovation not only improve operational efficiency and customer experience but also serve as a critical foundation for expanding financial access and reducing barriers for the broader public, thereby supporting financial inclusion.

MANAGING OUR IMPACTS

Responsible Operations
& Workplace Practices





Managing Our Impacts: Responsible Operations & Workplace Practices



CIMB Thai has committed to creating long-term value for stakeholders while addressing global challenges related to climate, environment, technology, and data security. This commitment underpins business imperatives and organizational resilience, translating strategy into day-to-day operational practices that support stability, trust, and sustainable growth. These efforts are structured into three mutually reinforcing components, including: Responsible Operations, Digitalization and Innovation, and Biodiversity and Ecosystem Integrity.

Responsible Operations embed environmental stewardship and climate action into daily operations through energy efficiency, emissions reduction, resource management, and robust environmental governance. Key initiatives include operationalizing climate action within business processes, applying the CIMB Thai Internal Carbon Pricing mechanism, strengthening environmental performance management, and supporting Thailand's transition toward a low carbon economy.

Digitalization and Innovation, including Cybersecurity and Data Privacy, leverage technology to enhance operational efficiency, resilience, and decision making quality while safeguarding trust in digital banking. Continuous process improvements, advanced risk management systems, robust cybersecurity frameworks, and stringent data privacy controls underpin the Bank's digital transformation. The deployment of digital platforms such as CarbonWize enables accurate, auditable sustainability data, strengthens data governance, and supports data-driven transformation across the Bank, while protecting customer and organizational information in an increasingly interconnected environment.

Biodiversity and Ecosystem Integrity reflect the Bank's commitment to minimizing impacts on natural ecosystems and supporting nature-positive outcomes through responsible operations and engagement with clients, alignment with CIMB Group's nature agenda, and consideration of biodiversity-related risks and dependencies within the Thai context.

Together, these three key components create a comprehensive sustainability framework that integrates environmental responsibility, technological advancement, and data security. Rather than operating in silos, the Sustainable Action pillar integrates governance, performance management, and innovation to address current operational risks while strengthening long-term resilience. Through this approach, CIMB Thai is addressing current challenges while shaping a future that is responsible, innovative, and secure. The bank remains committed to delivering sustainable value for customers, and society, in alignment with the bank's strategy "Advancing Customer and Society".



Key Highlights: Sustainable Action Pillar in 2025

1. CIMB Thai surpassed its annual decarbonization target by achieving an 81% reduction in total Scope 1 and Scope 2 (market-based) greenhouse gas emissions compared to the 2019 baseline. Including the retirement of 110 tCO₂e of T-VER credits, total reported emissions reductions of the reporting year 2025 is ahead of its annual target of 45% reduction versus 2019 baseline for net-zero operational emissions by 2030.
2. The Bank significantly reduced its vehicle fuel consumption, recording a 68% decrease from 387,499 litres in 2019 to 123,245 litres in 2025, primarily through optimized fleet management and the transition from internal combustion engine vehicles to electric vehicles.
3. Through consistent investment in energy-efficiency measures, the Bank successfully lowered its annual electricity consumption from 10,982 MWh in 2019 to 8,381 MWh in 2025, illustrating how operational improvements can simultaneously enhance environmental performance and reduce operating costs.
4. Project Helios, the Bank's long-term rooftop solar initiative, continued to generate 31 MWh of clean electricity across headquarters and selected branch locations, reinforcing the Bank's commitment to renewable energy adoption.
5. In line with its renewable energy strategy, the Bank increased its utilization of Renewable Energy Certificates to 6,500 MWh of RECs, up from 2,300 MWh of RECs in 2024, thereby further reducing its market-based Scope 2 emissions and supporting the broader transition to clean electricity.
6. The Bank initiated its use of digital platform for environmental data management by fully operationalizing the cloud-based solution CarbonWize, improving emissions accuracy, audit-readiness, and traceability across Scope 1 and 2 sources.

Material Topics in Pillar Sustainable Action

Section	Material Topics	Ranking in Overall 13 Material Topics
Responsible Operations	Climate change	8
	Biodiversity and ecosystem integrity	12
Digitalization and Innovation in Sustainable Operations	Digitalization and Innovation	5
Cybersecurity and Data Privacy	Cybersecurity and Data Privacy	2



Responsible Operations

Environmental Management Policy (EMP)

CIMB Thai recognizes that environmental management is not only an ethical responsibility, but a strategic requirement for a resilient banking institution operating in Thailand's rapidly evolving climate and regulatory landscape. As the nation faces intensifying heatwaves, seasonal water shortages, and increasingly unpredictable rainfall patterns, the Bank understands that climate risks, both physical and transitional, present direct and indirect operational implications. These include climate-related disruptions to branch operations, cost volatility from energy and utilities, potential impacts on asset quality, and heightened expectations from stakeholders, including the Bank of Thailand, investors, and customers.

As part of CIMB Group, CIMB Thai translates the Group's sustainability commitments into operational reality within the Thai context. The Bank's approach is guided by global frameworks such as the UN SDGs, the Paris Agreement, and group level policies including the CIMB Group Sustainability Framework and Net Zero commitments. These frameworks shape the Bank's ambition to embed environmental responsibility across processes, facilities, and decision making structures.

Despite being a service based financial institution with a modest environmental footprint compared to heavy industry sectors, CIMB Thai acknowledges its responsibility to demonstrate leadership in resource stewardship. The Bank therefore focuses on the operational areas most relevant to its context, including energy, emissions, water, and waste, while building a culture of environmental awareness across all employees and functions. This approach not only reduces risks and resource costs, but reinforces the Bank's long-term resilience and reputation for responsible banking.

CIMB Thai's Environmental Management Policy operationalizes the Bank's sustainability ambitions by providing a clear governance structure, defined roles, and detailed procedures for resource management. Reflecting the governance model of CIMB Group, the policy is embedded into the Bank's internal controls, performance monitoring, and annual operating plans.

How the policy works in practice at CIMB Thai:

- **Board of Directors**
provides final approval of the Policy and ongoing oversight of its implementation.
- **Management Committee (MC)**
Oversees the Bank-wide Environmental Management strategy.
- **Sustainability Team**
Acts as the Bank's technical center and coordinates with branches, PAM, procurement, and landlords to collect data, troubleshoot variances, and explain year-on-year movements. It also identifies systemic risks (e.g., aging chiller systems, inconsistent refrigerant logs) and provides recommendations.
- **Supporting Units**
 - **Building Management Team** manages operational execution, including Building Management System (BMS) configurations, generator tests, lighting controls, and water fixture maintenance.
 - **Procurement Team** embeds green standards in vendor selection, negotiating service contracts that include requirements for waste haulers, refrigerant suppliers, and energy efficient equipment.
 - **Branches and Business Units** implement consumption control practices (e.g., thermostat settings, lighting policies) and ensure local SOP compliance.

This policy framework ensures that environmental considerations are embedded across departments, rather than being siloed under the Sustainability Team.



CIMB Thai Internal Carbon Pricing Mechanism

Internal Carbon Pricing (ICP) assigns a monetary value to carbon emissions, enabling organizations to internalize climate costs and integrate low-carbon decision making into financial planning. CIMB Thai's ICP approach encourages emission reductions through economically driven incentives.

The Bank's ICP strategy focuses on building a dedicated internal budget to fund investments such as energy efficient equipment, rooftop solar installations, and RECs. A Shadow Pricing methodology, grounded in a Marginal Abatement Cost Curve (MACC), guides investment decisions by assessing abatement potential and the lifetime cost of reducing 1 ton of CO₂e.

From 2023 onward, the Bank began building the foundations of its internal carbon pricing and mitigation approach as part of its sustainability strategy. In 2023, foundational internal accounting mechanisms were established in close collaboration with the Sustainability and Finance teams, including the introduction of annual budgeting for emission-exceedance costs, the creation of a cumulative mitigation fund covering both CAPEX and OPEX, and the alignment of processes with relevant accounting standards. Building on this foundation, an internal carbon price of THB 550/tCO₂e was formally adopted in 2024, informed by technical analyses that considered abatement potential, net present value, and insights from previous projects. By 2025, the internal carbon price is continued to be set at THB 550/tCO₂e with on changes in the current MACC calculations.

Environmental Performance Management

In 2025, CIMB Thai continued to strengthen its environmental management framework by advancing both operational efficiency and data driven oversight across all business functions. Supported by enhanced ESG data governance, digitalized reporting systems, and intensity based performance indicators, the Bank transitioned from isolated, activity based environmental measures toward a more systematic, organization wide approach to resource optimization.

This included deeper integration of environmental performance tracking into governance routines, more consistent monitoring of energy, emissions, water, and waste metrics, and improved collaboration between Sustainability, Building Management, Technology, and business units. The Bank's expanded use of platforms such as CarbonWize improved accuracy, completeness, and audit readiness of environmental data, enabling better analysis of year on year trends and supporting more effective decision making.

As a result, CIMB Thai strengthened its capacity to manage climate related operational risks, reduce its environmental footprint, and align its performance with the Bank's Net Zero 2030 roadmap and Thailand's accelerating sustainability transition.

A base year serves as a reference point against which future emissions performance is measured. In alignment with the CIMB Group, CIMB Thai has established 2019 as the base year for tracking carbon emissions, and for its Net Zero targets. The base year 2019 is chosen to represent the year with typical business operations with reliable and comprehensive emissions data. All relevant carbon emissions data for 2019 is accurately documented and stored. This includes emissions data across sources covered within our operational boundary. Please see more information in CIMB GHG Calculation Methodology.

The environmental data was calculated using the GRI standards, the GHG Protocol Accounting and Reporting Standards, government-issued emission factors, AR6 IPCC-aligned international references, data and metrics guided by the Thailand Greenhouse Gas Organization (TGO), and the SET ESG Structured Data requirements, ensuring that all measurements align with internationally recognized methodologies and nationally endorsed guidelines for accuracy, comparability, and transparency.



Energy Management

Effective energy management is one of the most important matters of CIMB Thai Bank's Responsible Operations strategy and a critical enabler of our Net Zero ambitions. While our direct environmental footprint is modest compared to industrial sectors, the Bank recognizes that responsible energy use not only reduces operating costs but also strengthens long-term resilience, aligns with stakeholder expectations, and supports Thailand's accelerated transition toward a low-carbon economy. In 2025, CIMB Thai continued to advance a structured and disciplined approach to managing energy consumption and reducing greenhouse gas (GHG) emissions.

Energy consumption reduction measures:

> HVAC Optimization

Monitor HVAC performance, including coil cleanliness, refrigerant charge levels, and indoor temperature consistency. Adjustments to supply air set points and BMS schedules are conducted after analyzing temperature drift and office usage patterns.

> Electricity Efficiency Drives

Progressively replace older lighting with LED systems in high use zones (e.g., trading rooms, call centers), improving visibility while reducing kWh per hour.

> Fleet Transition

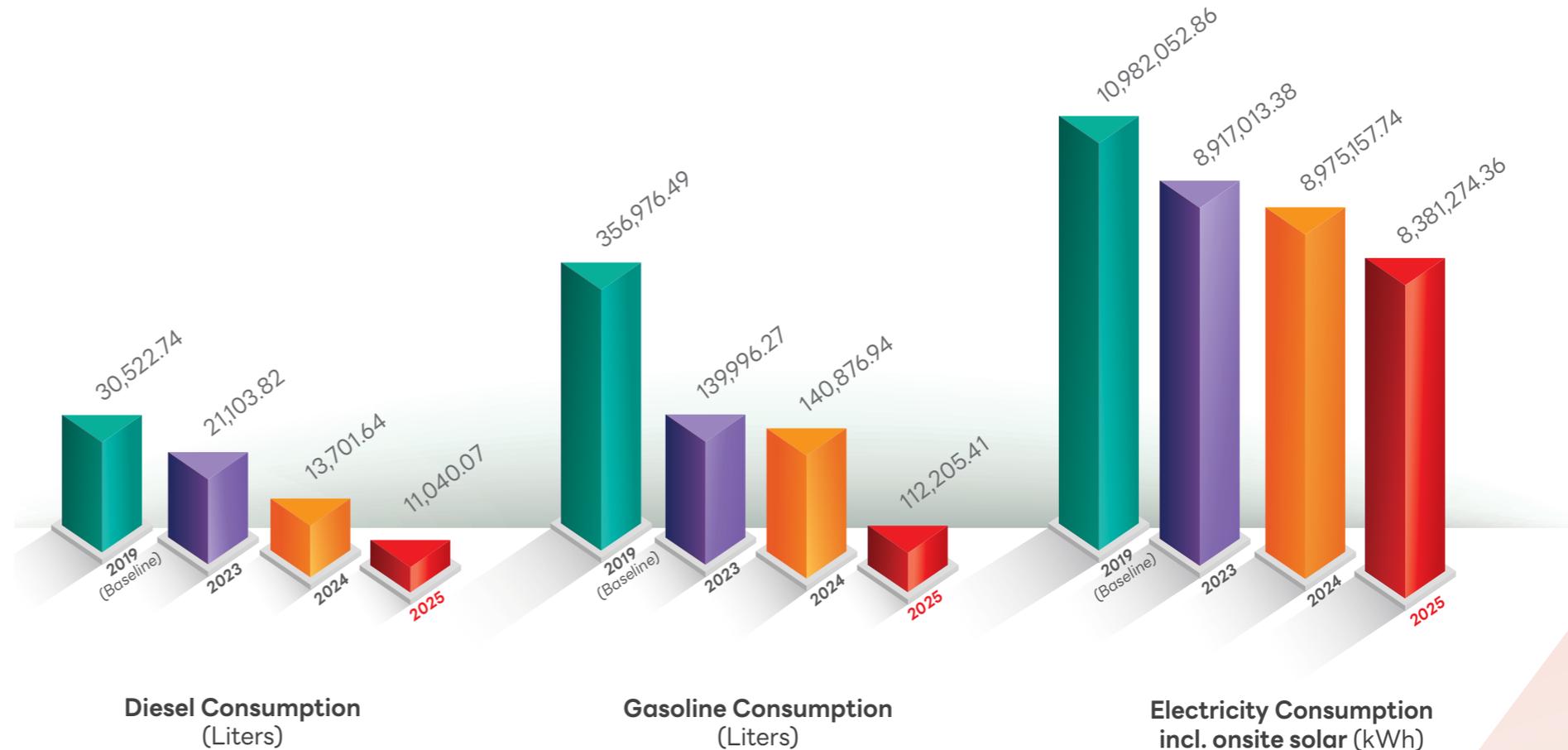
CIMB Thai introduced 4 electric vehicles (EVs) at its headquarters, providing early insights on charging behavior, cost savings, and operational suitability for broader rollout. This movement aligns with Thailand's direction toward a low carbon transport economy.

> Generator Use Discipline

Generator operation is limited to essential testing and backup, reducing diesel consumption and operational emissions.

Energy intensity indicators help the Bank evaluate performance independent of workforce changes, ensuring a fair representation of efficiency improvements.

Energy consumption





Energy Type	2025 Total Energy In MWh	Conversion Factors Source: Thailand Energy Situation Report, Department of Alternative Energy Development and Efficiency (DEDE)
Non-Renewable Sources		
Transportation from Company-owned Fleets – Diesel B7 (liter)	72.29	Diesel: 10.12 kWh/liter
Transportation from Company-owned Fleets – Gasohol 95, 91 (E10) (liter)	50.15	Gasoline: 8.74 kWh/liter
Transportation from Company-owned Fleets – Gasohol E20 (liter)	739.96	Gasoline: 8.74 kWh/liter
Generator and Fire Pump – Diesel B7 (liter)	31.61	Diesel: 10.12 kWh/liter
Purchased Electricity (MWh)	8,350.13	-
Renewable Sources		
Transportation from Company-owned Fleets – Diesel B7 (liter)	5.44	Biodiesel: 10.12 kWh/liter
Transportation from Company-owned Fleets – Gasohol 95, 91 (E10) (liter)	3.81	Ethanol: 5.98 kWh/liter
Transportation from Company-owned Fleets – Gasohol E20 (liter)	126.57	Ethanol: 5.98 kWh/liter
Generator and Fire Pump – Diesel B7 (liter)	2.38	Biodiesel: 10.12 kWh/liter
Self-Generated Electricity from Rooftop Solar Installation (MWh)	31.14	-
Total Energy Consumption	9,413.49	-

Total Electricity Consumption incl. onsite solar (kWh)	Total Area (m ²)	Electricity Intensity (kWh/m ²)
8,381,274.36	27,740.97	302.13

Renewable Energy Certificates (RECs)

Since 2023, the Bank has strengthened its market based Scope 2 reduction strategy through the purchase of Renewable Energy Certificates (RECs), where 1 REC equals 1 MWh of renewable energy, sourced within the EGAT ecosystem. This positions CIMB Thai among a select group of Southeast Asian banks consistently adopting RECs for emissions reduction. In 2025, the Bank continues to strengthen its decarbonization efforts by purchasing and redeeming **6,500 MWh of RECs**, allowing it to claim the environmental attributes of renewable electricity generated from clean energy sources. RECs are internationally recognized instruments that enable organizations, especially those without the ability to generate renewable energy on site, to reduce market based Scope 2 emissions by supporting verified renewable electricity production. 100% of the 6,500 MWh of RECs utilized in 2025 comprises of only solar power generation sources.

This mechanism is particularly important for service sector organizations like CIMB Thai, whose buildings rely on national grid electricity that is still partially fossil fuel based. Through REC procurement, combined with continued reductions in electricity use, improved refrigerant management, and significant decreases in fuel consumption, CIMB Thai lowered market-based Scope 2 emissions from 5,489.93 tCO₂e in 2019 to 924.88 tCO₂e in 2025. These results demonstrate the effectiveness of the Bank's dual approach, reducing energy demand while matching grid electricity with certified renewable attributes, and reinforce CIMB Thai's commitment to achieving Net Zero operational emissions by 2030.

Note:

- In Thailand, blended fuels containing renewable content are the standard retail fuels. The used fuel types include:
 - Diesel B7, which consists of 93% petroleum diesel and 7% biodiesel.
 - Gasohol 95, 91 (E10), which consist of 90% gasoline and 10% ethanol.
 - Gasohol E20, which consists of 80% gasoline and 20% ethanol.
- The conversion factors (Net Calorific Value, NCV) are based on Thailand Energy Situation Report by Department of Alternative Energy Development and Efficiency (DEDE)
- Total Energy in MWh = Total used amount of fuel (liter)*proportion of non-renewable or renewable content in blended fuel (%)*its NCV (kWh/liter)
- Total Energy Consumption (MWh) = total non-renewable and renewable fuel consumption (MWh) + total non-renewable and renewable electricity consumption (MWh)
- The unit conversion factor of 1 kWh = 3.6 MJ was used.



Purchased Electricity and Scope 2 Emissions



Moving forward, CIMB Thai targets a total of 6,500 MWh of renewable electricity attributes annually, comprising 3,500 MWh under an existing contract and an additional 3,000 MWh under procurement for the subsequent reporting cycle.

Emissions Management

Thailand has set ambitious national climate commitments aimed at accelerating the transition toward environmental sustainability. The country has pledged to reduce greenhouse gas (GHG) emissions by 30% by 2030, with the potential to reach a 40% reduction subject to international support. On 18 August 2023, a Royal Decree officially changed the name of the Department of Environmental Quality Promotion to the Department of Climate Change and Environment (DCCE) to reinforce Thailand's institutional capacity to address climate impacts, especially those driven by the energy sector. In 2025, the DCCE played a central role in advancing national climate legislation, including leading multiple public consultations for Thailand's first Climate Change Bill and preparing the comprehensive draft Climate Change Act, Thailand's first national climate law, to be submitted to Cabinet and Parliament.

Thailand has also updated the long term climate commitments. While the country had previously committed to achieving carbon neutrality by 2050 and Net Zero emissions by 2065, the Government approved a major policy shift in November 2025: under the updated Nationally Determined Contribution (NDC 3.0), Thailand officially accelerated its Net Zero target from 2065 to 2050, aligning with global climate standards and strengthening its competitiveness in international trade.



For CIMB Thai Bank, these national ambitions directly shape the Bank's sustainability strategy and operational priorities. Climate Change ranked as the 8th most material topic for the Bank, reflecting heightened stakeholder expectations and the significant implications that climate related risks pose to financial institutions—ranging from operational disruptions to transitional risks arising from policy changes, market shifts, and technological advancements. As Thailand accelerates its climate transition, CIMB Thai recognizes the need for proactive measures to align its operations with national targets, support clients in the low carbon transition, and strengthen its resilience to climate impacts.

This context forms the foundation for the Bank's climate action framework and the development of structured initiatives to drive operational decarbonization, energy efficiency, and renewable energy adoption, designed to reduce its environmental footprint while contributing to Thailand's broader climate objectives.

This reporting covers emissions of carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF₆), where relevant. The emissions are calculated and reported as carbon dioxide equivalents (CO₂e or tCO₂e) using the Global Warming Potential (GWP) values specified by the IPCC.

Scope 1 Emission

Emissions Source	Unit	2019 (Base-year)	2024	2025	% Reduction from Base-year (As 2024)	% Reduction from Base-year (As 2025)
Gasoline	tCO ₂ e	860	340	206	-61%	-76%
Diesel	tCO ₂ e	82	37	28	-55%	-66%
Refrigerant Recharge (R-410A and R22)	tCO ₂ e	-	205	141	-	-
Total Scope 1 Emissions	tCO₂e	942	581	375	-38%	-60%

Note:

- Total Scope 1 GHG emissions (kgCO₂e) = (amount of fuel consumed (liters) * its emissions factors (kgCO₂e/liters/kg)) + (amount of fugitive refrigerant * its emissions factors (kgCO₂e/liters/kg))
- The emission factors come from government-issued sources, AR6 IPCC-aligned international references.
- Scope 1 GHG emission covers the emissions of carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs).
- The blended fuels containing renewable content were used in 2025 and are accounted for as biogenic emissions, totaling 34.47 tCO₂e.

Scope 2 Emissions

Emissions Type	Unit	2019 (Base-year)	2024	2025	% Reduction from Base-year (As 2024)	% Reduction from Base-year (As 2025)
Location-Based Method	tCO ₂ e	-	4,473	4,174.23 (8,350.13 MWh)	-	-
Market-Based Method	tCO ₂ e	5,490	3,323	924.88 (1,850.13 MWh after redeeming 6,500 MWh REC)	-39%	-83%

Note:

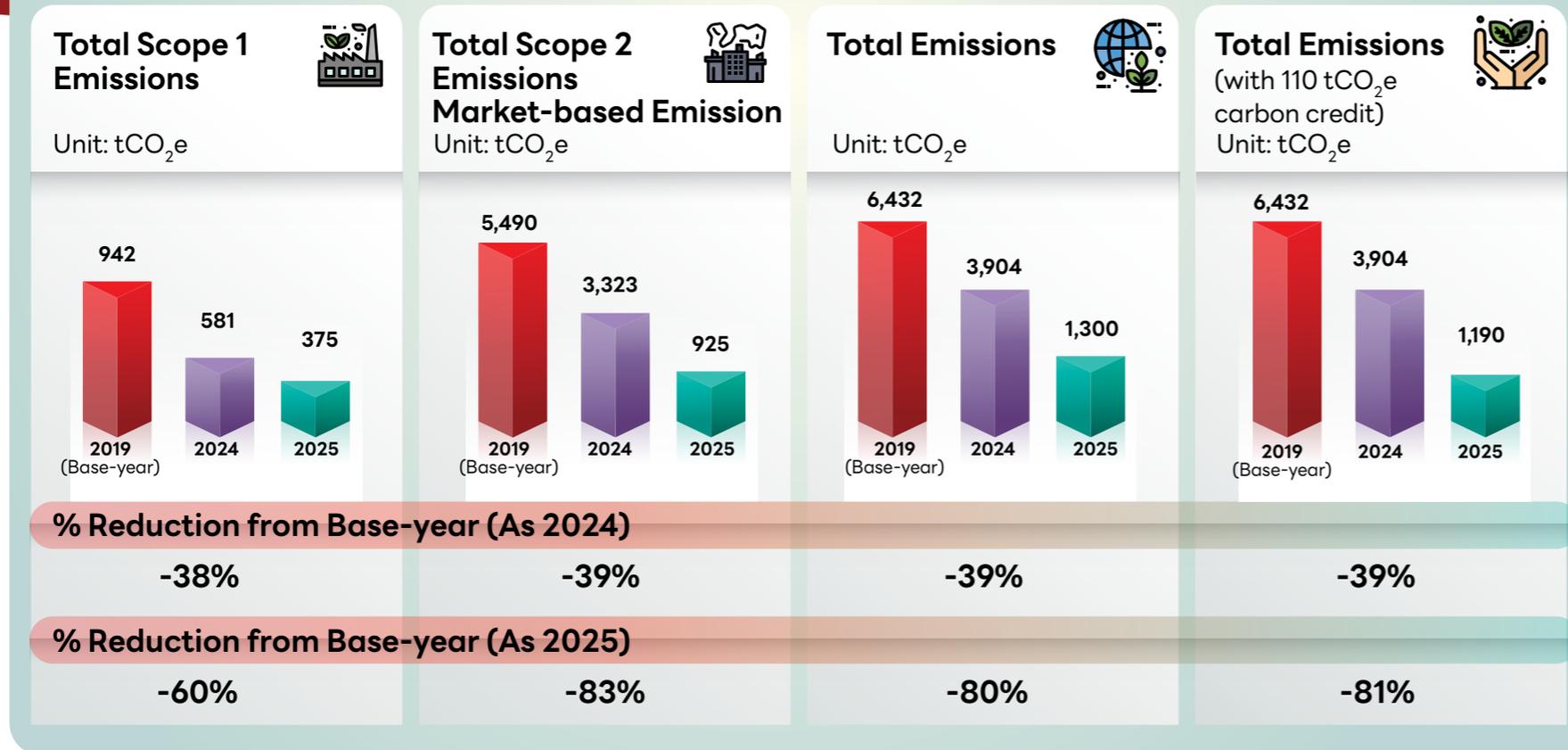
- Total Scope 2 GHG emissions (kgCO₂e) = electricity consumed (kWh) × emissions factor (kgCO₂e/kWh)
- Scope 2 GHG emission covers the emissions of carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O).
- The emission factors come from government-issued sources, AR6 IPCC-aligned international references.

Purchased Electricity and Emissions

Purchased Electricity and Emissions	2019 (Baseline)	2023	2024	2025
Electricity Consumption (Purchased Electricity) (kWh)	10,982,052.86	8,917,013.38	8,975,157.74	8,350,131.66
Scope 1 Emissions (tCO ₂ e)	941.89	503.55	581.12	375.20
Scope 2 Emissions (tCO ₂ e) Market-based Emissions	5,489.93	3,943.63	3,323.08	924.88



Total Emissions



In 2025, CIMB Thai made progress in reducing its greenhouse gas emissions with a combination of energy saving actions, renewable energy certificate purchases, and carbon offsetting. Scope 1 emissions dropped to 375 tCO₂e, a 60% reduction from 2019, mainly because the Bank used less fuel, improved generator efficiency, and better managed refrigerant leaks. Scope 2 emissions also fell significantly to 925 tCO₂e, a 83% decrease, supported by lower electricity use and the purchase of 6,500 MWh of Renewable Energy Certificates (RECs), which allowed the Bank to match part of its electricity consumption with certified renewable energy.

Together, these improvements reduced total emissions to 1,300 tCO₂e, representing an 80% reduction from the baseline year. Additionally, CIMB Thai retired 110 tCO₂e of T-VER carbon credits, further lowering total reported emissions to 1,190 tCO₂e, an 81% overall reduction from 2019, thereby achieving the 2025 target of a 45% reduction compared to the 2019 baseline. These results demonstrate how the Bank's combined efforts—saving energy, using cleaner energy, and offsetting emissions that cannot yet be avoided—are effectively supporting its goal of reaching Net Zero operational emissions by 2030.



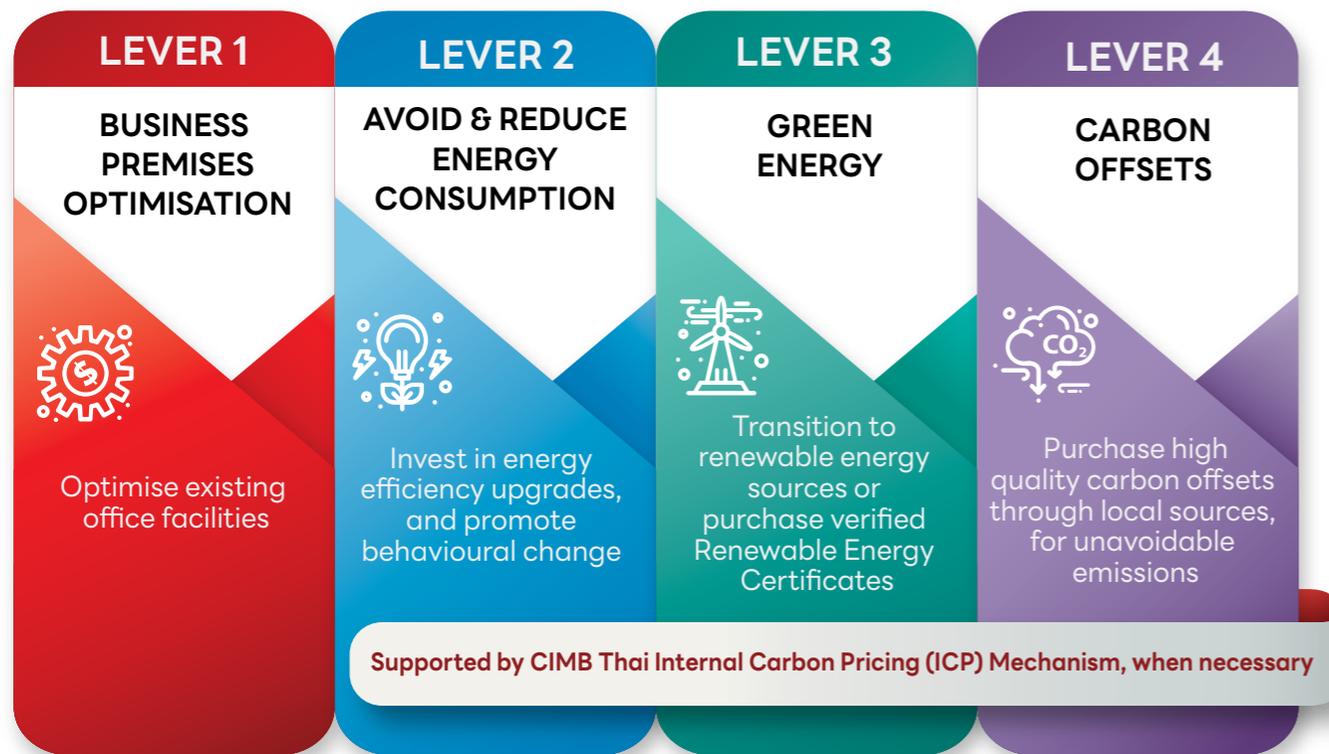
Continued Climate Action Operationalization

CIMB Thai Bank integrates climate considerations across its operations through structured governance, board oversight, and alignment of business strategy with national and regional climate agendas. The Bank maintains comprehensive climate impact assessments and continuously enhances accountability mechanisms to support sustainable decision making.

In alignment with Group-wide commitments, CIMB Thai has pledged to achieve Net Zero operational GHG emissions (Scope 1 and 2) by 2030 and Net Zero overall emissions by 2050. To support this transition, the Bank has adopted a four pronged operational decarbonization strategy, prioritizing initiatives based on effectiveness, responsibility, and cost optimization.

CIMB Thai Bank has established a comprehensive climate action strategy built on four fundamental levers, with implementation costs supported by the Bank's Internal Carbon Pricing (ICP) mechanism. The ICP serves as a financial instrument that applies a shadow carbon price when the Bank exceeds its annual carbon reduction targets, creating accountability through P&L impacts and generating funding for environmental initiatives.

- > **Level 1 Business Premises Optimization:** Strategic branch network optimization to reduce resource consumption and emissions while ensuring compliance with regulatory requirements.
- > **Level 2 Avoid and Reduce Energy Consumption:** Includes systematic energy audits, enhanced building management protocols led by the Procurement, Administration and Property Management Department, and Data Center consolidation undertaken by the Technology and Data Department. Fleet electrification continues to reduce Scope 1 emissions.
- > **Level 3 Green Energy:** Through Project Helios, rooftop solar installations have been deployed at the Headquarters and branches including Chiang Mai and Khon Kaen.
- > **Level 4 Carbon Offsets:** High quality, locally sourced carbon offsets are used to address unavoidable emissions. ICP funded mechanisms ensure that offsets are purchased only when reduction targets are not met.





Local Carbon Credits Promotion

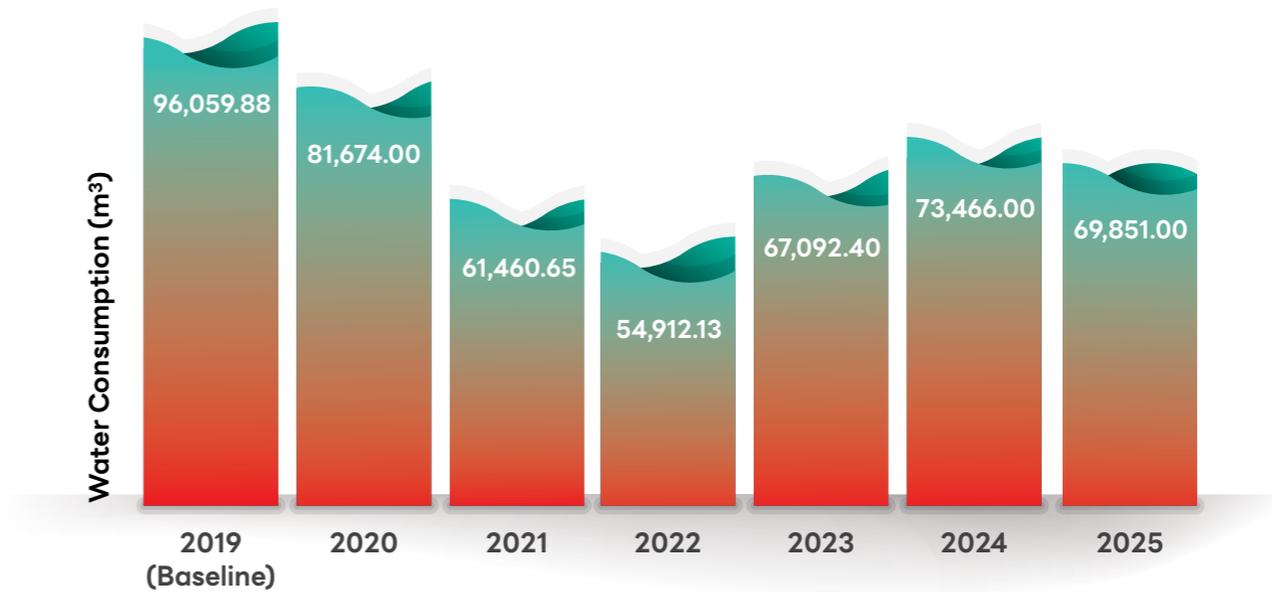
CIMB Thai continues to implement a comprehensive carbon neutrality program for major events using Thai Verified Emission Reductions (TVERs) sourced from certified renewable energy and biomass projects. All T-VER credits used for carbon-neutral events are retired/cancelled in the Thailand Greenhouse Gas Management Organization (TGO) registry, in line with applicable program rules, ensuring alignment with national and global reporting standards.

In 2025, The Cooler Earth Sustainability Summit – Thailand maintained its status as a carbon neutral event, successfully offsetting **7 tCO₂e** for the event; accounted outside Scopes 1–3. While these credits are accounted for separately from Scopes 1, 2, and 3, they illustrate CIMB Thai’s commitment to embedding sustainability across all business activities.

By leveraging Thailand’s domestic carbon market and supporting local environmental projects, the Bank continues to demonstrate leadership in corporate climate action and contributions to national sustainability goals.



Water Management



Water availability in Thailand varies significantly by region and season. CIMB Thai’s operations—though not water intensive—can be impacted by municipal restrictions, building system constraints, and infrastructure limitations in older buildings.

Approach to responsible water management:

- > **Water Conservation Practices**
Conducts regular checks on restrooms and pantry areas to detect issues such as continuous flushing, pipe leakages, or malfunctioning aerators. Fixture upgrades (aerators, low flow taps) have been progressively implemented in high traffic branches.
- > **Discharge and Compliance**
All water discharged from CIMB Thai buildings flows into municipal wastewater systems in adherence to building regulations and ensures contractors comply with grease trap maintenance where required.
- > **Behavioral Engagement**
Employee communication campaigns during water scarcity periods reinforce responsible use.



Waste Management

CIMB Thai has intentionally expanded the scope of waste monitoring to move beyond paper, a common starting point in financial institutions, and include plastic, food, and general waste from key locations.

Waste management efforts:

- > **Waste Sorting**
Promote waste sorting behavior with providing sufficient infrastructure.
- > **Alignment with Circular Economy Principles**
Plan to introduce composting at headquarters.
- > **No Hazardous Waste**
No hazardous waste was generated in 2025 and maintains strict controls over electronic waste through certified recyclers.

While Responsible Operations focus on reducing environmental impacts through disciplined operational practices, their effectiveness is reinforced by strong digital foundations. As sustainability data becomes more complex and material to business decisions, CIMB Thai leverages digital solutions to strengthen monitoring, governance, and risk management, ensuring that environmental actions are supported by reliable systems and controls.

Digitalization and Innovation in Sustainable Operations

CIMB Thai continues to advance its digital transformation journey, embedding process improvements and leveraging innovative technologies to enhance operational efficiency and deliver superior customer experiences. In an era of rapid change, the bank prioritizes resilience and adaptability through the integration of advanced risk management systems, ensuring robust governance and proactive risk mitigation across all key operations.

In 2025, CIMB Thai further strengthened its digital capabilities through initiatives that streamline internal processes, reduce manual dependencies, and increase the speed and accuracy of decision-making. Automation technologies—including intelligent workflow tools, robotic process automation (RPA), and AI-assisted analytics—were incrementally deployed to minimize operational burden, improve compliance monitoring, and enhance data-driven insights. These technologies reinforce the bank's ability to improve operational resilience and meet evolving stakeholder expectations.

A key milestone in this transformation is the implementation of **CarbonWize**, a cloud-based digital platform specifically designed to manage and monitor emissions data. This initiative underscores CIMB Thai's commitment to harnessing technology for sustainable progress, enabling accurate tracking, verification, and reporting of carbon footprints across the bank's operations. By centralizing emissions data on a single platform, CarbonWize enhances transparency, supports regulatory compliance, and enables data-driven decarbonization planning. This capability also aligns with CIMB Group's broader climate commitments and Thailand's national sustainability objectives, helping the bank accelerate its transition toward low-carbon operations.



CarbonWize strengthens CIMB Thai's sustainability data governance with an audit grade carbon management platform trusted by 500+ enterprises and officially partnered with the Stock Exchange of Thailand, providing high accuracy through automated data integration and access to over 50,000 emission factors covering Scopes 1 to 3. Developed by environmental and technology experts, CarbonWize is built on ISO 14064 aligned methodologies, ensuring credible, verifiable, and standardized emissions reporting.

CIMB Thai continues to enhance its internal operational efficiency and organizational resilience by adopting digitalization practices aligned with the CIMB Group's technology governance and risk management frameworks. This digital governance model enables CIMB Thai to improve internal systems integrity, enhance technology related risk controls, and support prudent adoption of new technologies such as cloud infrastructure and supervised AI, all of which reinforce the bank's internal management capabilities and readiness for future operational challenges.

As digitalization continues to enhance operational efficiency and data driven decision making, it also increases the Bank's reliance on interconnected systems and digital platforms. In the banking sector, this reliance elevates the importance of safeguarding information, maintaining system resilience, and preserving stakeholder trust. Cybersecurity and data privacy therefore remain critical foundations of CIMB Thai's digital transformation, requiring continuous enhancement of controls, systems, and governance to protect customer and organizational information in an evolving threat landscape.



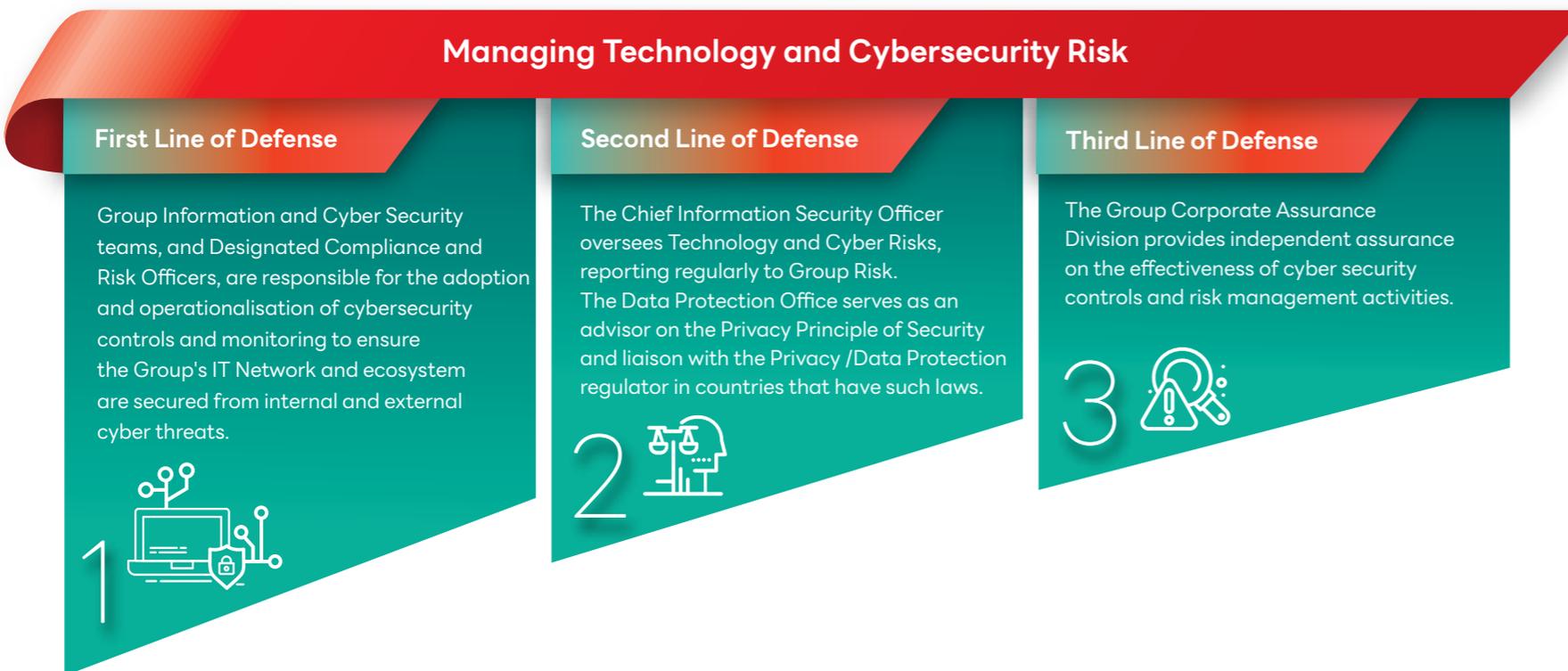
Cybersecurity and Data Privacy

In 2025, CIMB Thai continues to demonstrate a strong commitment to cybersecurity and data privacy, guided by both national regulations and internal best practices. As a designated Critical Information Infrastructure (CII) organization under Thailand's Cybersecurity Act B.E. 2562 (2019), the bank is subject to rigorous regulatory obligations.

- These include strict adherence to the Code of Practice for cybersecurity, regular annual risk assessments by qualified auditors, and direct reporting of findings to the Office of the National Cybersecurity Committee (NCC).
- The bank's incident response framework is robust, requiring the reporting of significant cybersecurity incidents to the NCSA within 24 hours (in accordance with CRC notification requirements for CII) and maintaining 60-minute contactability for designated emergency contacts.
- This framework encompasses comprehensive detection and analysis procedures, evidence collection, investigation, and the implementation of risk mitigation measures.

To further strengthen operational resilience, CIMB Thai maintains and regularly updates its business continuity plan, conducting annual training exercises to test and enhance its effectiveness. The bank also actively participates in national cyber threat readiness tests organized by the National Cyber Security Agency (NCSA) and collaborates closely with Computer Emergency Response Teams (CERTs), reinforcing both its own cyber defense capabilities and the resilience of Thailand's financial sector as a whole.

CIMB Thai's approach to technology and cybersecurity risk management is structured around a three-line defense model.



Data privacy is another area of significant focus, especially following the full implementation of Thailand's Personal Data Protection Act (PDPA) B.E. 2562 (2019) in June 2022. The PDPA introduced comprehensive requirements for the processing, storage, collection, and disclosure of personal data, mandating the appointment of Data Protection Officers (DPOs) and granting individuals extensive rights over their personal information, including access, rectification, and erasure. CIMB Thai has responded by establishing a dedicated Data Protection Office, integrating compliance protocols across all business operations, and launching extensive internal communications programs to foster a culture of data protection awareness. The bank's incident management processes are well-defined, with personal data breaches categorized into confidentiality, integrity, and availability breaches, and a clear recognition that incidents often involve combinations of these categories.

Concerning digital security and fraud prevention, CIMB Thai Bank has improved customer identity verification methods, like registering and updating personal details with photographic ID (e.g., national ID cards) for transactions made via digital applications. These steps aid in lowering the chances of identity theft and impersonation. Furthermore, the Bank supplies frequent customer notifications, presents reporting methods and assistance for potential fraud situations, and collaborates with appropriate external organizations. Additional information can be found on the Bank's website.



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In 2025, CIMB Thai Bank recorded two customer complaints related to data privacy breaches, and appropriate remedial actions were taken in all cases. This track record underscores the bank's commitment to prompt and effective resolution of privacy concerns and its dedication to maintaining customer trust. The Bank's continued development in digital capabilities, innovation, and cybersecurity is a fundamental factor in strengthening customer trust and supporting the sustainable expansion of access to financial services for all customer segments.

Overall, CIMB Thai's comprehensive approach to cybersecurity and data privacy—encompassing regulatory compliance, risk management, incident response, and organizational awareness—reflects its ongoing commitment to safeguarding sensitive information and supporting the stability and integrity of Thailand's financial infrastructure.

Operationalizing Human Rights Holistically

Human rights are the universal rights of all individuals, based on the United Nations (UN) International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Additional UN instruments protect the rights of vulnerable groups, while international humanitarian law—such as the 1949 Geneva Conventions—applies in situations of armed conflict.

As part of an ASEAN banking group, CIMB Thai demonstrates a strong and consistent commitment to human rights through a comprehensive Human Rights Policy that ensures clarity, transparency, and robust risk management across all operations. The Policy sets out the Bank's approach for identifying, preventing, mitigating, and addressing human rights impacts and applies to all Business Units, Business Enablers, geographical operations, and relevant subsidiaries under the Entity Governance Policy. This commitment extends to all key stakeholders, including clients, suppliers, joint ventures, investees, employees, and corporate responsibility partners.

CIMB Thai's Human Rights Policy is aligned with internationally recognized frameworks such as the UN International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization's Core Conventions. Through this alignment, the Bank upholds global standards of labor rights, non-discrimination, and responsible business conduct, ensuring that human rights considerations are embedded across business processes and stakeholder engagements. The Bank further reinforces this commitment through continuous improvement initiatives and ongoing stakeholder engagement to maintain transparency and accountability.

Human rights risk management is implemented through internal assessments, employee engagement initiatives, and a tiered client evaluation process comprising Basic and Enhanced Sustainability Due Diligence. Supplier engagement is strengthened through the Vendor Code of Conduct and established remediation protocols, ensuring expectations are consistently upheld throughout our supply chain. Oversight responsibilities cascade from the Board of Directors to the Management Committee, and onward to the Sustainability Team and individual Business Units, ensuring policy implementation is effectively governed at every level of the organization.



To support continuous monitoring, CIMB Thai tracks performance using established metrics, makes relevant disclosures, and conducts regular policy reviews. The Bank also maintains accessible grievance mechanisms through both internal and external channels to address human rights concerns. Where remediation is required, actions may include apologies, restitution, rehabilitation, or financial and non financial compensation, supported by a formal process to determine the Bank's level of involvement and appropriate corrective steps.

Given the materiality of human rights to the Bank, CIMB Thai ensures strict oversight of security personnel conduct to mitigate risks such as excessive use of force or other potential violations. All personnel, including outsourced security staff across headquarters, branches, CIMB Thai Auto, and WorldLease, are required to comply with licensing requirements and complete the mandatory 40 hour training under the Security Guard Business Act 2015. Human rights training is integrated to promote appropriate conduct and respect for human dignity.

To further enhance preparedness and capability, a comprehensive basic training course for security personnel was conducted in 2025.



CIMB Thai and our subsidiaries engage security service providers and personnel who demonstrate full compliance with these regulations, ensuring comprehensive protection of rights for all employees, workers, and visitors to our premises.

The Bank maintains a zero-tolerance policy regarding violence, threats of violence, and all forms of discrimination within Bank premises and Bank-related locations. We have implemented comprehensive reporting procedures to address any such incidents. When misconduct occurs, the Bank takes disciplinary measures in accordance with operational regulations while ensuring appropriate remediation for affected parties. Stakeholders may raise critical concerns via the Bank's Whistleblowing channels for cases including:

- > Any issues related to violations of workplace regulations or the Code of Ethics and Conduct, please contact the Employee Relations, Governance & Control department for assistance and oversight.
- > Matters concerning welfare and work environment.

The Bank remains dedicated to cultivating an equitable work environment that champions individual rights and equal opportunity. Our workplace culture emphasizes treating all employees, customers, and stakeholders with dignity and respect, free from harassment and discrimination. This commitment reinforces our position as an organization that values and protects the fundamental rights of all individuals associated with our institution.

In 2025, we recorded zero incidents of human rights violations, and consequently, no remediation actions were necessary. This outcome aligns with our ongoing commitment to maintaining a workplace environment that upholds the highest standards of human rights protection.





Biodiversity and Ecosystem Integrity

By 2025, biodiversity and ecosystem integrity had become a mainstream strategic issue for governments, businesses and financial institutions rather than a narrow specialist topic. The global direction is now firmly anchored in implementation of the Kunming-Montreal Global Biodiversity Framework, reflecting growing recognition that biodiversity loss, climate change and sustainable development are deeply interconnected and must be addressed with greater urgency. This is especially relevant in ASEAN, one of the world's most biologically rich regions. In Thailand, this direction is reflected in the National Biodiversity Action Plan 2023–2027 and the Thailand Biodiversity Finance Plan 2023–2027, which together signal the country's commitment to conservation, sustainable use, and the progressive mobilisation of finance in support of biodiversity-related outcomes.

Against this backdrop, CIMB Thai is beginning its journey in biodiversity and ecosystem integrity because nature loss is no longer external to banking. For a financial institution, the most material nature-related effects often arise not only from its own operations, but also from the sectors, clients and economic activities it finances and supports. Biodiversity degradation can therefore give rise to physical, transition, reputational and liability risks, while also creating opportunities to support more resilient business models, ecosystem restoration and lower-impact development pathways. This direction is also consistent with the evolving expectations of sustainability reporting, including GRI 101: Biodiversity 2024, which places greater emphasis on how organisations identify biodiversity-related impacts, explain their management approach, and describe the actions they are taking to avoid, minimise, restore and, where relevant, offset adverse effects.



In 2025, CIMB Group has initiated a comprehensive nature agenda and published its inaugural Banking on Nature: Advancing Our Nature Journey, which sets out governance, sectoral priorities, and pathways to align with the Taskforce on Nature related Financial Disclosures (TNFD) and the Kunming-Montreal Global Biodiversity Framework (GBF). The pathways include introducing Sector Guides (palm oil and forestry sectors) in 2020, Publishing No Deforestation, No Peat, and No Exploitation (NDPE) commitment and establishing ASEAN Investment Framework for Haze-Free Sustainable Land Management in 2022, conducted Deforestation and Biodiversity Risk Assessment and establishing National Business Advisory Group to support the Malaysian Government in 2023, publishing Biodiversity Statement in 2024, and revising Palm Sector Guide and publishing the first nature report in 2025. While the Group's first-phase analysis focuses on Malaysia, the insights and methodologies are designed to inform practices across ASEAN, including Thailand. CIMB Thai's analysis approach is aligned to the TNFD recommendations and the CIMB Group's analysis results with tailor deep-diving in Thailand-specific context.

Please refer to CIMB Group website for the report Banking on Nature: Advancing Our Nature Journey. CIMB Thai's management approach will take reference from CIMB Group's emerging nature architecture and will be adapted over time to the Thai portfolio and operating context. In line with this Group direction, CIMB Thai will begin by strengthening governance, progressively embedding biodiversity and ecosystem integrity considerations into relevant screening and due diligence processes, prioritising the sectors and exposures most relevant to its business in Thailand, and building the internal capability needed to support clearer and more robust disclosures over time.



Governance

Board oversight. CIMB Group embeds nature-related issues within its sustainability governance, with oversight anchored at the Board level and senior management oversight through the Group Sustainability Council. CIMB Thai operates within this Group governance architecture, ensuring consistency of policies, due diligence and escalation pathways for nature-related concerns.

Management's role. Execution integrates Basic and Enhanced Sustainability Due Diligence (BSDD/ESDD), sector guidance, and nature-linked financing initiatives; to strengthen safeguards on biodiversity, deforestation and ecosystem impacts in client engagements and portfolio decisions.

Stakeholder engagement and human rights. CIMB Group's nature agenda recognizes the links between these mechanisms are being applied across ASEAN entities, including CIMB Thai.

Strategy, and Risk & Impact Management

To support the effective integration of nature and biodiversity considerations into business and risk management processes, CIMB Group has established a structured assessment framework to identify, evaluate and manage nature-related risks and impacts across its financing and investment activities. This framework is designed to provide a systematic understanding of how dependencies on natural capital and impacts on ecosystems may translate into financial risks, while also identifying opportunities for engagement and mitigation. The assessment approach is aligned with emerging global best practices, including the Taskforce on Nature-related Financial Disclosures (TNFD), and is intended to be progressively refined and localised by country entities, including CIMB Thai, as data availability, analytical capabilities and regulatory expectations evolve.

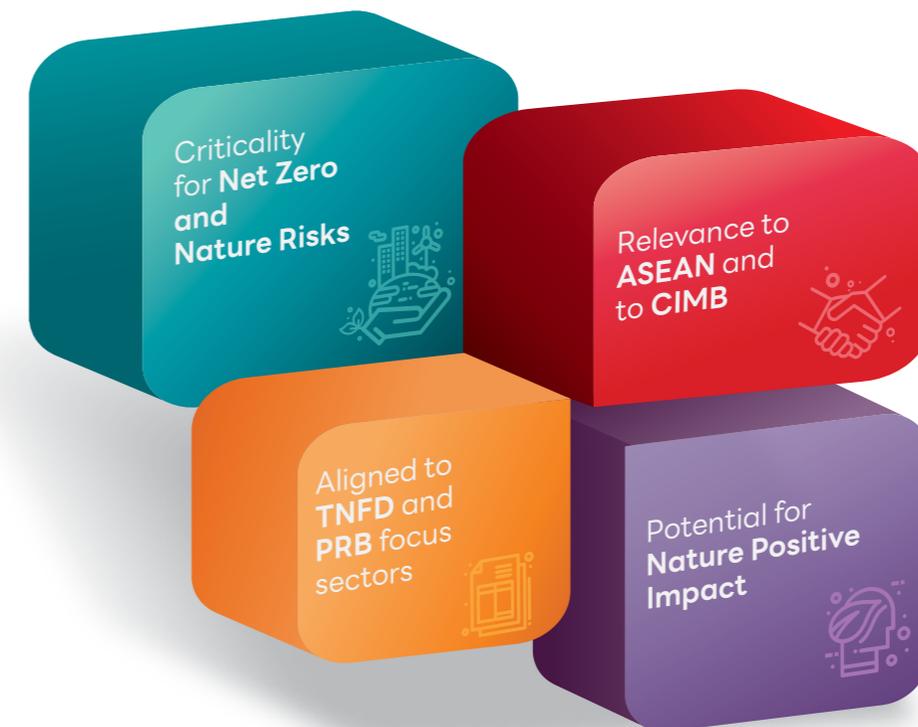
Portfolio level Assessment

CIMB Group conducts structured, portfolio level assessments to identify key nature related dependencies, impacts and risk pathways across its financing and investment activities. This assessment provides an overview of how nature related issues may affect portfolio resilience, as translating nature-related risks to financial risks, and informs the prioritisation of sectors and risk management focus areas.

Sector Prioritisation

Priority sectors are identified based on four criteria. This approach ensured that the assessment was conducted in a strategic and regionally grounded manner, aligned with global nature frameworks, and served as a foundation for the meaningful evaluation of nature-related impacts, dependencies, risks and opportunities across the portfolio.

Factors for Sector Prioritisation



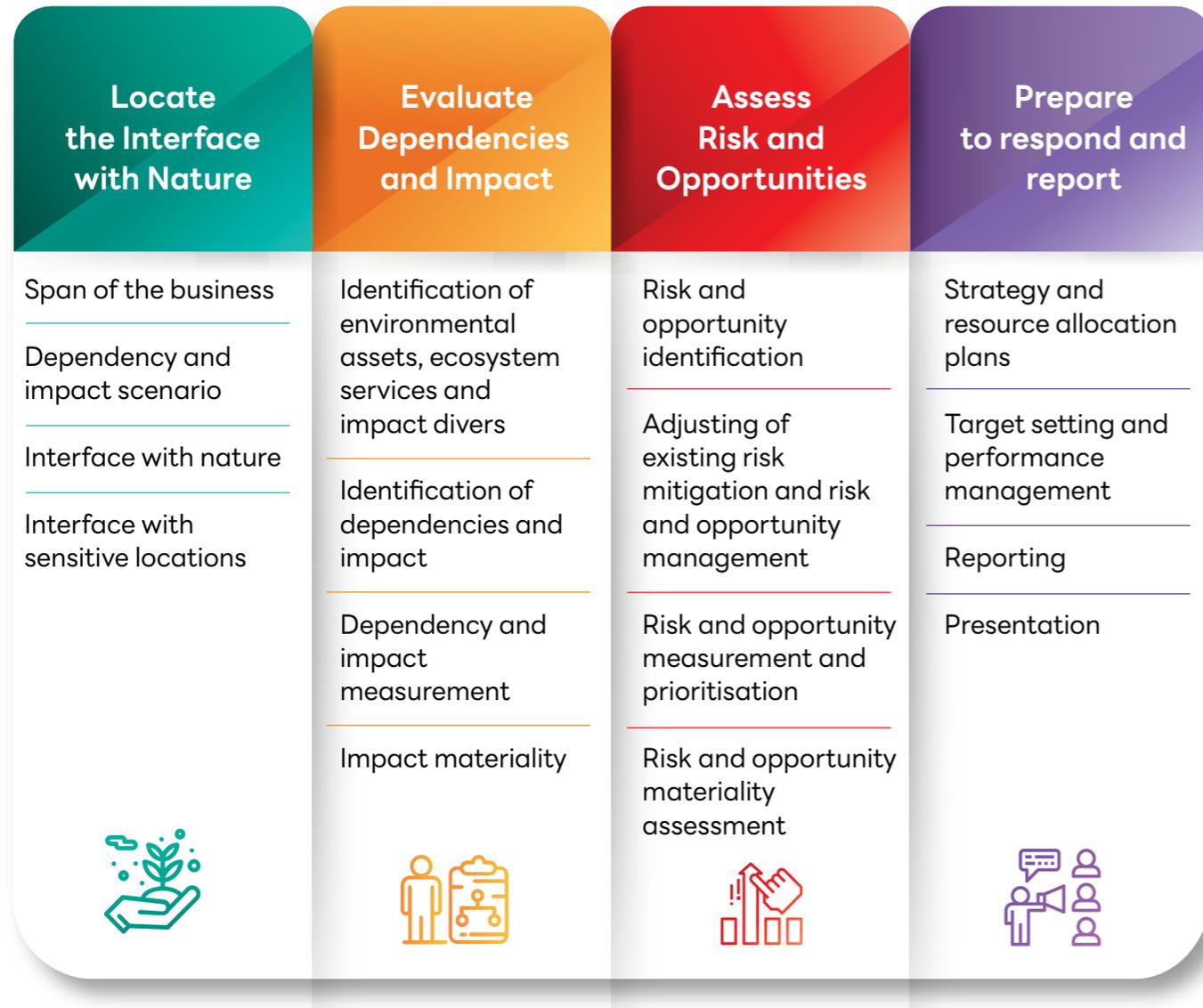
In the initial phase, **the Group prioritised palm oil, forestry, power and oil and gas**, given their material interaction with ecosystems and potential exposure to nature related financial risks.



Sectoral Risk and Impact Assessment

For each priority sector, CIMB Group undertakes sector specific assessments to analyse key nature related dependencies, impacts and associated risk pathways, drawing on an approach consistent with the **TNFD LEAP framework (Locate, Evaluate, Assess and Prepare)**. This structured approach enables the Group to systematically identify where and how its financing activities interact with nature, and how these interactions may translate into risks and opportunities at the sector level.

Under the **Locate** phase, CIMB Group identifies the span of business activities within each priority sector and their interfaces with nature, including dependencies on ecosystem services, exposure to nature-related impact scenarios, and interactions with environmentally sensitive locations. This step establishes the context for understanding where nature-related risks and impacts are most likely to arise across the value chain.



The **Evaluate** phase focuses on assessing key dependencies and impacts associated with each sector. This includes identifying relevant environmental assets, ecosystem services and impact drivers, as well as measuring dependencies and impacts. Impact materiality is considered to help prioritise the most significant nature-related issues for further analysis and management.

During the **Assess** phase, CIMB Group analyses how identified dependencies and impacts may translate into nature-related risks and opportunities. This includes identifying relevant risk and opportunity types, considering how existing risk mitigation measures apply, and assessing the materiality and prioritisation of these risks and opportunities at the sector level. The outcomes of this phase support informed decision-making on portfolio prioritisation and risk management focus areas.

Finally, the **Prepare** phase focuses on translating assessment outcomes into strategic and operational responses. This includes informing strategy development, resource allocation decisions, client engagement approaches, target setting and performance management, as well as supporting internal and external reporting and disclosures.

These sectoral assessments support a more granular understanding of sector-level nature-related risks and opportunities and inform portfolio prioritisation, client engagement strategies and risk mitigation measures across the Group. This LEAP-aligned approach also provides a foundation for country entities, including CIMB Thai, to align and localise sectoral assessments as data availability and analytical capabilities.



Metrics & Targets

Metrics. CIMB Group has not yet implemented focused nature-related metrics and targets due to the absence of global consensus on methodologies, limited access to high-quality, comparable data, and the evolving regulatory and market landscape. Nevertheless, The Group is actively enhancing internal capabilities to support robust, science-based disclosures and future target-setting. The Group is developing data infrastructure to enable nature-related portfolio metrics across ASEAN.

Targets and pathways. CIMB Group's nature roadmap (2025-2030) includes strengthening data, building internal capabilities, and aligning disclosures to TNFD and GBF. The Group has also committed to mobilizing MYR 300 billion in Green, Social and Sustainable Impact Products and Services (GSSIPS) by 2030, creating room to scale nature positive financing. CIMB Thai will contribute through Thai relevant sustainable finance offerings that prevent, mitigate, and reverse nature loss.

The biodiversity strategy continues to encounter the challenges, particularly due to data gaps and complexities in measuring biodiversity impacts. These limitations highlight the need for ongoing improvement in this area. Moving forward, the success of future initiatives will largely hinge on the Bank's ability to engage clients in high-risk sectors and effectively illustrate the business value of biodiversity conservation.

In 2025, there were no reported significant negative impacts of the Group and the Bank's activities, products and services on biodiversity and ecosystem integrity.



BUILDING TRUST IN PRACTICE

Engagement,
Partnerships & Advocacy



Building Trust in Practice: Engagement, Partnerships & Advocacy



CIMB Thai continues to demonstrate a strong, evolving commitment to sustainability by deepening engagement with both internal and external stakeholder groups throughout 2025. Guided by the Bank's strategic focus on Economic, Environmental, and Social (EES) impacts, the Bank's stakeholder engagement approach has matured into an integrated, forward-looking framework that supports long-term value creation and shared impact.

In 2025, stakeholder engagement played a pivotal role in shaping CIMB Thai's sustainability direction, strengthening cross-sector collaboration, accelerating capability-building, and supporting the broader transition toward sustainable finance in Thailand. Through meaningful participation opportunities, structured dialogues, policy advocacy, and capacity-building initiatives, CIMB Thai is cultivating a resilient ecosystem of stakeholders who collectively contribute to the advancement of Thailand's sustainability agenda.

The Bank's engagement extends beyond traditional CSR and philanthropic activities. CIMB Thai has continued embedding sustainability into its core operations, culture, and decision-making processes, transforming "doing good" into "being good," where responsible practices and collaborative action become a natural part of how employees, customers, and partners operate.

The Bank's broader stakeholder advocacy efforts in 2025 directly reinforce its External Engagement agenda. CIMB Thai's participation in Thailand Taxonomy Phase 2 working groups, sustainable finance forums, regulatory dialogues, and cross sector events (e.g., The Cooler Earth, ThaiBMA, SET, Rystad) demonstrate its active leadership in shaping national sustainability policies and enabling market transition. These engagements help drive alignment between the Bank's sustainability strategy and evolving external expectations while supporting Thailand's transition to a low-carbon resilient economy.

The Bank's 2025 sustainability initiatives deeply strengthen Internal Engagement, particularly in areas related to:

- Workplace Culture and Talent Development, reinforced by the Sustainability Academy, EPICC values integration, and leadership programs.
- Diversity & Inclusion, through workplace culture programs and inclusive employee development.
- Health & Safety, through ongoing safety governance, risk prevention, and wellbeing programs.

By linking internal programs with broader sustainability goals, CIMB Thai ensures that its people remain informed, capable, and motivated to advance its sustainability commitments. This alignment drives a sustainability aware culture that supports responsible operations, customer engagement, climate related decision making, and employee empowerment.

Key Highlights: Stakeholder Engagement and Advocacy Pillar in 2025

1. CIMB Thai strengthened national sustainability policy development by contributing to Thailand Taxonomy Phase II and engaging regulators, helping shape future sustainable finance standards and climate-related disclosure expectations across Thailand.
2. Thought leadership advanced significantly as CIMB Thai presented at ThaiBMA, SET, and Rystad events, sharing expertise on transition finance, climate risk, and ESG integration.
3. Community impact strengthened with over 15,800 volunteering hours, large-scale blood donations, and mangrove restoration activities, reflecting strong employee participation in social and environmental initiatives.
4. Internal sustainability capability grew meaningfully through the Sustainability Academy and targeted RM training, embedding ESG competencies across frontline and support teams.
5. Employee engagement deepened through bank-wide culture and wellbeing initiatives under People Journey 2025, reinforcing EPICC values, improving collaboration, and strengthening organizational resilience.



Material Topics in Stakeholder Engagement and Advocacy Pillar

Section	Ranking in Overall 13 Material Topics	Material Topics
External Engagement	-	-
Internal Engagement	Diversity and Inclusion	7
	Workplace Culture and Talent Development	11
	Health and Safety	13

External Engagement

In 2025, CIMB Thai significantly strengthened its role as an active contributor to Thailand's sustainability ecosystem by deepening collaboration with external stakeholders across regulatory, industry, market, and community. As Thailand progressed toward more robust sustainable finance frameworks, such as the Thailand Taxonomy Phase 2, enhanced ESG regulatory standards, and emerging climate-related disclosure expectations, CIMB Thai advanced its position as a proactive partner and thought leader in shaping these developments.

Through strategic participation in regulatory working groups, industry forums, academic partnerships, and cross-sector sustainability platforms, the Bank continued to demonstrate its commitment to supporting Thailand's transition toward a low-carbon and inclusive economy. These

engagements allowed CIMB Thai to contribute to national policy dialogues, share practical insights on transition finance, climate risk, and ESG integration, and collaborate with peers to elevate market readiness for sustainable banking.

This proactive engagement ensures that CIMB Thai remains closely connected to evolving market expectations while contributing meaningfully to Thailand's broader sustainability landscape. The following section highlights the Bank's key external engagements in 2025, encompassing regulatory collaboration, market advocacy, sustainability thought leadership, and community-focused initiatives.

Sustainability Engagements with Governance and Regulatory Stakeholders

In 2025, CIMB Thai reinforced its commitment to sustainability through active engagement with governance and regulatory bodies, driving alignment with emerging standards and industry best practices. The Bank participated in key regulatory initiatives, notably contributing to discussions on Thailand Taxonomy Phase 2, a framework developed under the leadership of the Bank of Thailand to guide sustainable finance in the country. These engagements included collaborative working group sessions and consultations aimed at shaping taxonomy implementation and transition finance strategies.

CIMB Thai continued to demonstrate thought leadership in sustainable finance through active participation in regulatory and industry dialogues. Beyond contributing to Thailand Taxonomy Phase 2 working groups led by the Bank of Thailand, the Bank's Head of Sustainability was invited as a speaker at several high-profile forums organized by leading institutions, including Thai Bond Market Association (ThaiBMA), the Stock Exchange of Thailand (SET), and global advisory platforms such as Rystad. These sessions focused on sharing perspectives on transition finance, climate risk management, and ESG integration, reinforcing CIMB Thai's role in shaping sustainable financial practices across both public and private sectors.

These engagements reflect CIMB Thai's proactive approach to sustainability governance—combining regulatory compliance, stakeholder collaboration, and innovative solutions to foster a resilient and inclusive financial ecosystem.



Sustainability Engagements with Other Stakeholders

Thai Bond Market Association (ThaiBMA): Sustainable Financing & Investing

CIMB Thai contributed as a speaker at ThaiBMA's Sustainable (ESG) Financing & Investing forum, which brought together financial institutions, regulators, and corporate issuers to explore strategies for advancing sustainable finance in Thailand's capital market.

Topic Presented: Transition Finance and Climate Risk Management

The session focused on how financial institutions can enable clients' low-carbon transition, align with global taxonomies, and manage climate-related risks.

Key Takeaways:

- > Aligning taxonomy frameworks with international standards for credibility.
- > Leveraging transition finance instruments to support hard-to-abate sectors.
- > Applying climate risk management tools, including scenario analysis and stress testing.
- > Strengthening collaboration between regulators and market participants to accelerate sustainable capital flows.



The Stock Exchange of Thailand (SET): ESG Campus Lecturer Program

CIMB Thai served as a speaker in SET's ESG Campus Lecturer Program, designed to enhance ESG knowledge among university lecturers and integrate sustainability into academic curricula.

Topic Presented: Embedding ESG into Business and Financing Decisions

The presentation provided practical approaches for incorporating ESG into financial decision-making and governance.

Key Takeaways:

- > Integrating ESG factors into financing assessment for better resilience.
- > Promoting sustainability-linked financing to incentivize corporate ESG performance.
- > Aligning disclosures with global standards such as TCFD and ISSB IFRS-Standards.
- > Building capacity for data-driven ESG analysis in business and education.





Rystad Energy Bangkok Briefing

CIMB Thai joined as a speaker at the Rystad Energy Bangkok Briefing, which convened energy sector leaders and sustainability professionals to discuss market trends and pathways to net-zero.

Topic Presented: Financing the Energy Transition: Opportunities and Challenges

The discussion highlighted innovative financing tools, climate stress testing, and the importance of partnerships between banks and energy companies.

Key Takeaways:

- Expanding transition finance instruments for renewable energy and decarbonization projects.
- Implementing climate stress testing to assess portfolio vulnerabilities.
- Encouraging cross-sector collaboration for technology adoption and capital mobilization.
- Balancing profitability with sustainability objectives in evolving markets.



CRDB Bank Tanzania Visit for Deep-Dive on Sustainable Finance, Trade, and Capability Building

CIMB Thai welcomed 35 board members and senior executives from Tanzania-based CRDB Bank Group, a leading banking institution in Tanzania with a network that continues to expand across East Africa, for a half-day learning exchange in Bangkok covering sustainable finance, trade finance and financial-institution services. The visit formed part of a study tour organised by Common Purpose, the global not-for-profit known for leadership programmes that help organisations work across cultural, institutional and sectoral boundaries.

Discussions focused on practical deployment of labelled instruments and transition-aligned structures in ASEAN and East Africa, with a particular emphasis on taxonomy-based screening, climate disclosure readiness and real-economy outcomes. Participants compared approaches to Thailand's evolving sustainable-finance architecture, including the Thailand Taxonomy as a reference tool for classifying environmentally sustainable activities, and the country's ongoing consultation on ISSB/ IFRS S2-aligned climate disclosures.

The two banks also examined how to strengthen Africa-ASEAN trade corridors through trade and financial institution structures, sustainable financing opportunities, alongside internal capability building. Topics included talent development pathways for relationship teams and product specialists, a "centre-of-excellence" approach to embed sustainability expertise across business lines, and culture-building initiatives—from leadership programmes to frontline toolkits—to ensure consistent client execution.





The Cooler Earth Thailand 2025

CIMB Thai co-hosted The Cooler Earth Thailand 2025 in collaboration with the Malaysian-Thai Chamber of Commerce under the theme “Cooler Earth, Warmer Ventures: Igniting Sustainable Entrepreneurship for a Greener Future.” The event brought together entrepreneurs, sustainability experts, and financial institutions to promote low-carbon and circular economy solutions.

A key highlight was the launching of **Sustainability360**, CIMB Thai’s ESG advisory platform designed to support clients in structuring green, social, and sustainability-linked financing. The program provides end-to-end guidance, including taxonomy alignment, framework development, assurance, and impact reporting.

Highlights of the event:

- Promoted sustainable entrepreneurship aligned with Thailand’s BCG economic model.
- Launched **Sustainability360** to deliver comprehensive ESG advisory services.
- Strengthened cross-border collaboration between Thai and Malaysian markets.
- Emphasized transparency and measurable outcomes in sustainable finance.
- Carbon-Neutral Event: CIMB Thai partnered with the Thailand Greenhouse Gas Management Organization (TGO) to offset emissions through the purchase of verified carbon credits, ensuring the event was carbon-neutral.

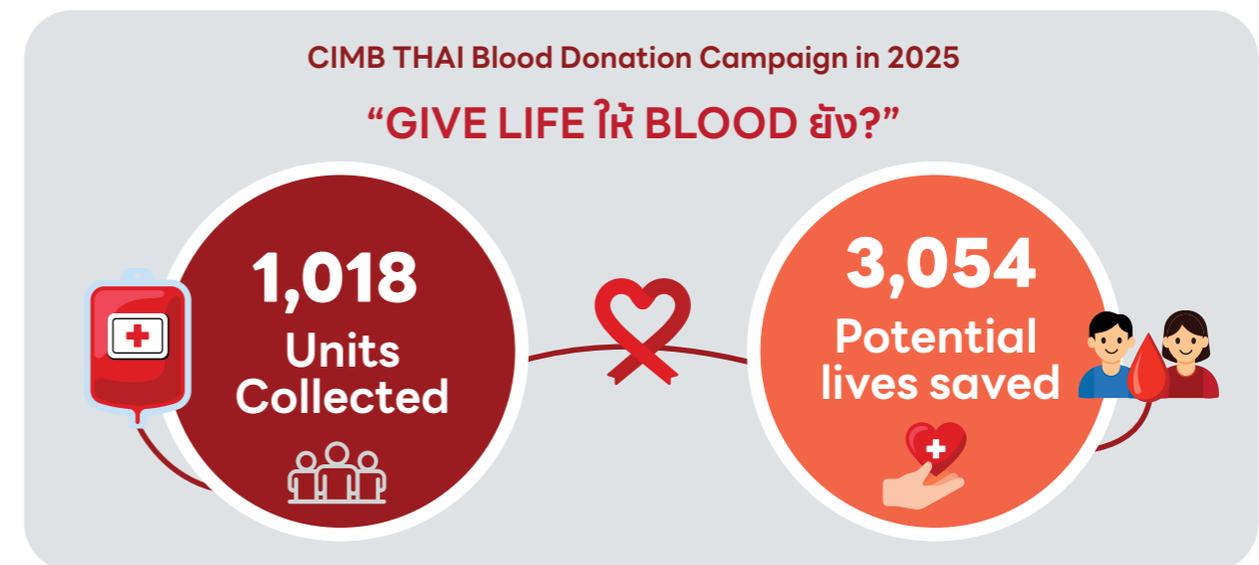


Sustainability Engagements with Community & Society through Corporate Social Responsibility (CSR) Initiatives

CIMB Thai continued to demonstrate its strong commitment to corporate citizenship by actively contributing to the wellbeing of communities and the preservation of the environment through a range of meaningful CSR initiatives. These activities were designed not only to create positive social and environmental impact, but also to foster employee engagement, promote environmental awareness, and support sustainable development in line with the Bank’s long-term sustainability strategy. By integrating responsible business practices with community participation, CIMB Thai aims to create shared value for society while reinforcing its role as a responsible corporate citizen:

Blood Donation

CIMB Thai continues to uphold its commitment to community wellbeing through its long standing blood donation campaign. In 2025, the “GIVE LIFE ใ้ BLOOD ឲ្យ?” initiative mobilised strong employee participation, demonstrating the compassion and dedication of CIMB Thai employees. The campaign reinforces the Bank’s ongoing commitment to delivering measurable, long-term social impact and supporting the broader healthcare system.





Royal Merit-Making Volunteer Activity: Tree Tunnel

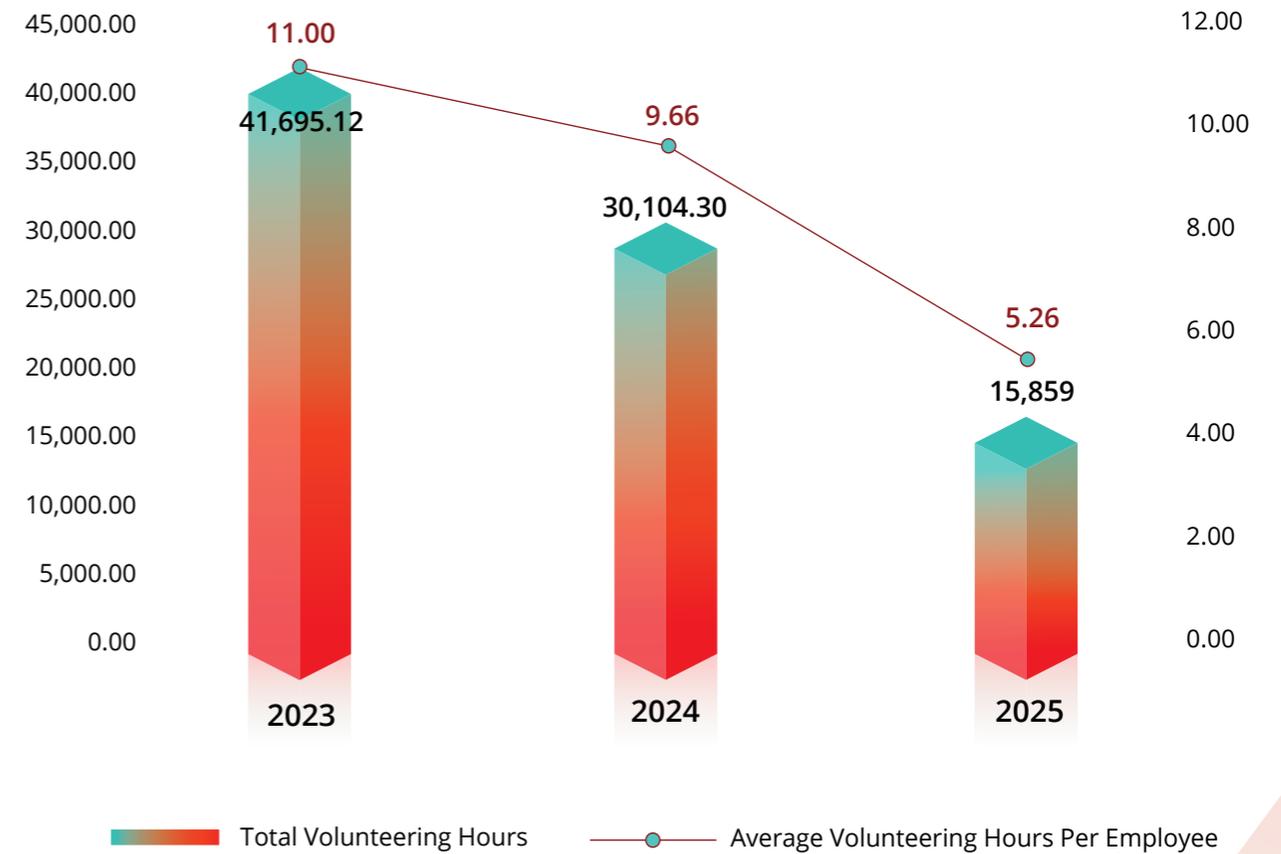
CIMB THAI participated in a royal merit-making volunteer activity in tribute to Her Majesty Queen Sirikit the Queen Mother, through the “Tree Tunnel Reforestation” project at the Royal Thai Army Nature Education Center (Bang Pu) Samut Prakan, an ASEAN Heritage Park.

Over 90 employee volunteers planted 600+ trees to restore natural ecosystems and conserve biodiversity. A sediment suction boat, supported mud removal, and conducted mangrove clean-up activities was also donated by Risk Management Team, reinforcing its commitment to sustainable environmental stewardship.



Total Volunteering Hours Contributed by CIMB Thai Employees.

CIMB Thai Employee Volunteering Hours





Internal Engagement

In 2025, CIMB Thai strengthened its internal engagement framework by deepening its investment in people, culture, and organizational capability. Recognizing that employees are central to delivering sustainable value, the Bank focused on fostering an inclusive, empowered, and future-ready workforce aligned with its long-term sustainability ambitions and the CIMB Group's Forward30 strategy.

Throughout the year, internal engagement evolved beyond traditional HR-led initiatives into an integrated approach that connects culture, learning, wellbeing, and sustainability. The Bank continued embedding its EPICC values—Enabling Talent, Passion, Integrity & Accountability, Collaboration, and Customer Centricity—into daily work practices, leadership expectations, and performance outcomes. This alignment reinforced a consistent cultural foundation across all levels of the organization.

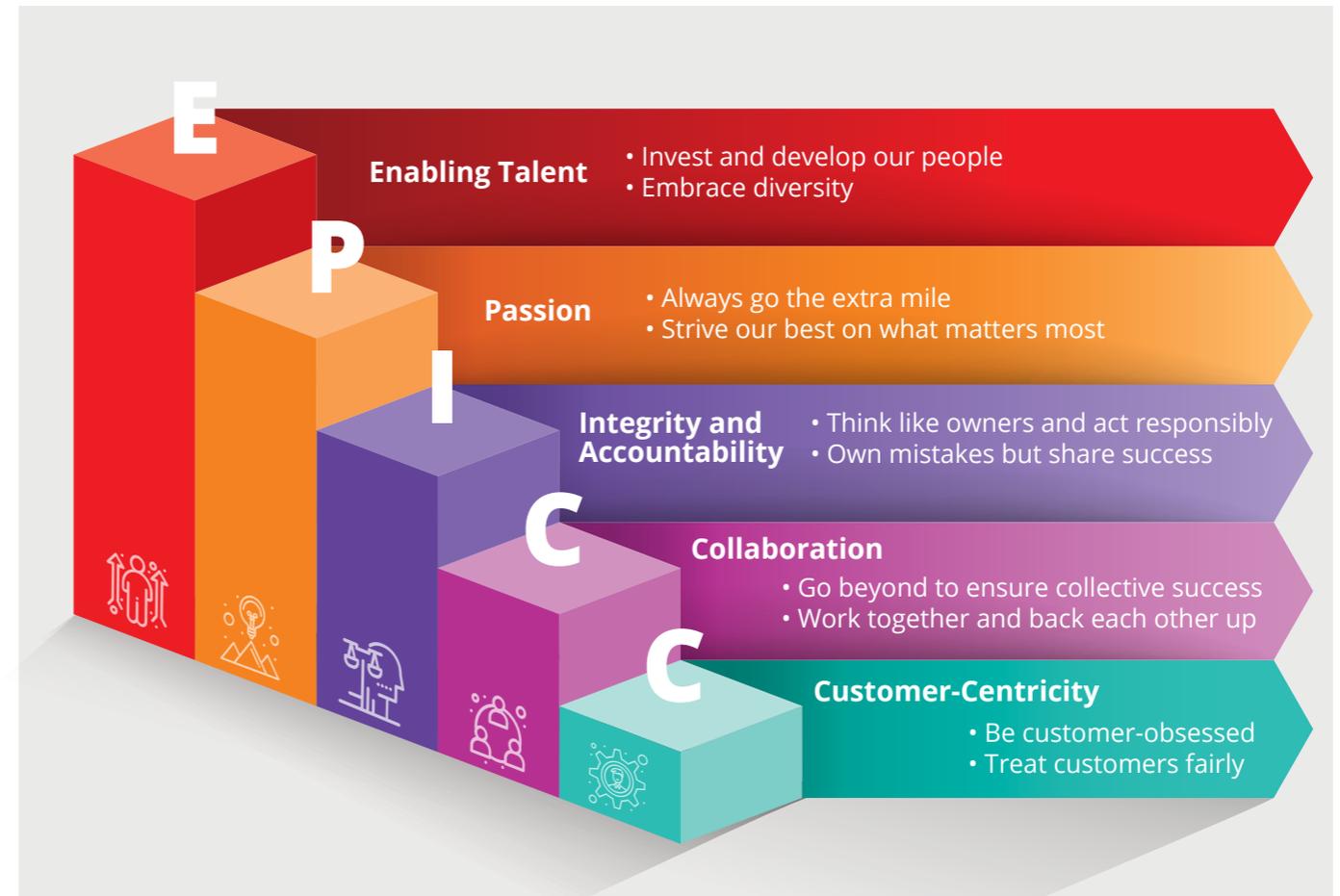
CIMB Thai also expanded structured development pathways, ensuring employees are equipped with the digital, sustainability, and leadership capabilities required in a rapidly evolving financial landscape. The rollout of the Sustainability Academy, policy-specific training on SP and SFP, functional technical upskilling, and mandatory governance modules collectively strengthened organizational readiness for future regulatory and market demands.

At the same time, employee wellbeing and safety remained priorities. The Bank delivered holistic engagement programs encompassing physical, mental, emotional, and financial wellbeing, while strengthening its occupational health and safety governance to maintain a safe, supportive working environment. Initiatives under the “People Journey 2025” emphasized a culture that cares, listens, celebrates, and grows—minimizing risks and maximizing connection across teams.

Together, these efforts reflect the Bank's belief that meaningful internal engagement is fundamental to achieving sustainable growth. By empowering people, nurturing values-based culture, and investing in continuous development, CIMB Thai ensures that its workforce remains resilient, capable, and engaged in advancing the Bank's sustainability objectives.

Workplace Culture and Talent Development

Building on the momentum established through the EPICC values launched in 2022, CIMB Thai Bank continued to significantly advance its organizational culture and talent development agenda throughout 2025. The Bank's efforts reflected a maturing cultural transformation journey—one that places people empowerment, leadership capability, and a values-driven workplace at the center of sustainable success.





Strengthening EPICC as the Cultural Backbone

By 2025, EPICC had become deeply embedded in employee experiences, shaping expectations for leadership behavior, collaboration, and customer-centric execution. CIMB Group reinforced that the EPICC values—Enabling Talent, Passion, Integrity & Accountability, Collaboration, and Customer Centricity—remain fundamental to performance and leadership across the region.

People Journey

CIMB Thai Bank's 2025 "People Journey" initiatives emphasized a holistic approach to employee well being, growth, and engagement. The Bank promoted a workplace that "cares, grows, listens, and celebrates" with initiatives spanning physical, mental, financial, and family wellbeing. These included wellness support programs, employee-led engagement, and emergency assistance mechanisms—strengthening trust and belonging across teams.

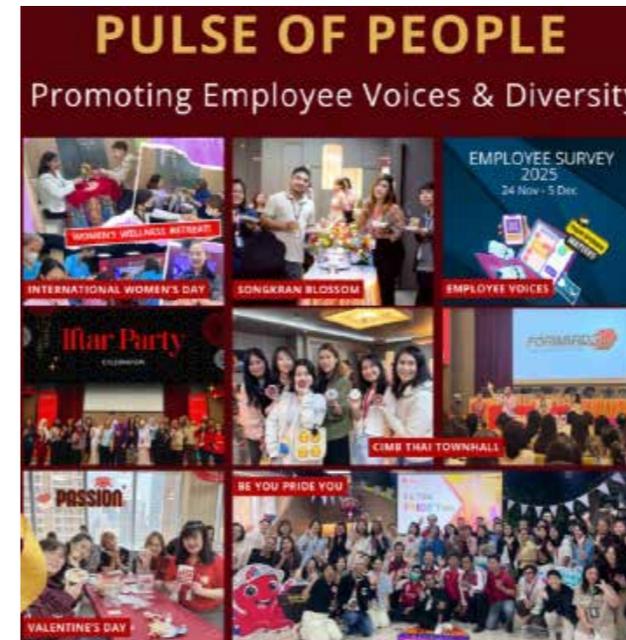
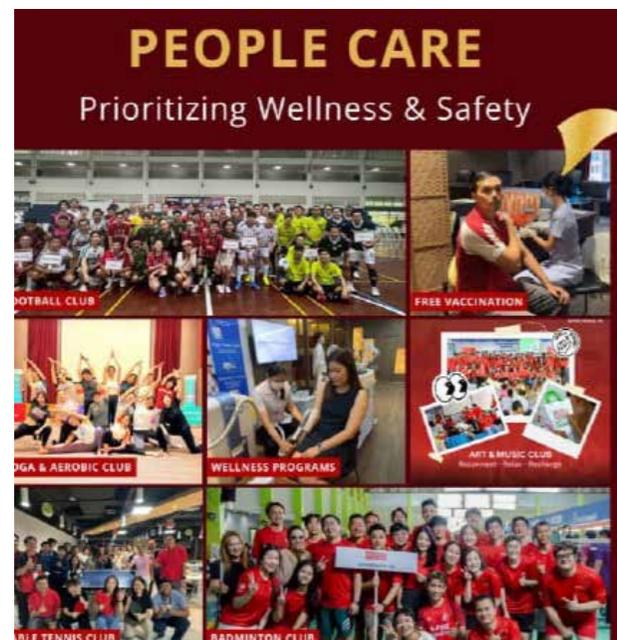
To further cultivate a growth-ready workforce, the Bank expanded pathways for grooming future-ready leaders from graduates to seniors with Signature Leadership development and regional exposure opportunities. These efforts were supported by consistent listening frameworks such as

People Pulse, which amplified employee voices and reinforced the Bank's commitment to building an inclusive culture that celebrates diversity and cultural heritage

By 2025, CIMB Thai continued recognizing employees who exemplified EPICC behaviors through the EPICC **Excellence Awards**, reinforcing the link between values, performance, and recognition. The Bank also continued gaining external acclaim, including distinctions such as **HR Asia Best Companies to Work For in Asia and HR Excellence Awards**, reflecting its long-standing commitment to people-centric practices and progressive HR development.

Aligning Culture with Forward30 Strategic Ambitions

Across CIMB Group, including CIMB Thai, the year 2025 marked the operationalization of the Forward30 strategic plan, which emphasizes purpose-driven growth, digital capabilities, and shared accountability. Leadership reaffirmed EPICC's role as a key enabler of this strategy, ensuring that the Bank's culture evolves in line with its aspirations to deliver Simpler, Better, and Faster banking experiences for customers across ASEAN.





Talent Development and Management

At CIMB Thai, 'Enabling Talent' continues to be more than a core value—it remains a strategic commitment to fostering professional growth and organizational resilience. In 2025, the Bank advanced its learning approach by embedding future-ready skill development into every role, ensuring employees thrive in a rapidly evolving financial landscape.

CIMB Thai intensified efforts to equip employees with digital fluency, data analytics expertise, sustainability competencies, and adaptive soft skills. These priorities align with the Bank's strategy and the dynamic ASEAN market environment. The learning ecosystem expanded through:

- **Sustainability Academy Program:** A structured, belt-based learning system (White, Yellow, Blue, and Black) delivered via Y.O.D.A and SET ESG courses, targeting bank-wide employees, frontliners, and specialists.
- **External Sustainability Training:** Leveraged with SET ESG online course for advanced ESG and climate-related programs.
- **Digital Learning Channels:** Enhanced mobile e-learning platforms and virtual orientation sessions for new hires, ensuring accessibility and engagement across regions

Complementing these developmental initiatives, the Bank mandates comprehensive mandatory learning modules that serve as a foundational knowledge base. Programs covering critical areas such as Anti-Money Laundering, Personal Data Protection Act (PDPA), Business Continuity Management, and IT Security are strategically designed to enhance employees' understanding of operational intricacies and their broader impact on stakeholders. These mandatory modules are assessed and refined to reflect evolving business requirements and workplace transformations, ensuring that CIMB Thai's workforce remains agile, informed, and consistently aligned with organizational objectives.

By integrating continuous learning, personalized development pathways, and mandatory operational training, CIMB Thai demonstrates a robust commitment to nurturing talent, driving individual growth, and maintaining organizational resilience in an increasingly complex business ecosystem

Sustainability Learning & Development

In the evolving landscape of corporate responsibility, CIMB Thai Bank has emerged as a pioneering institution committed to embedding sustainability deeply within its organizational DNA. The Bank's 2024 Sustainability Training Program represents a comprehensive and strategic approach to transforming employee capabilities and organizational culture through targeted environmental, social, and governance (ESG) development.

In 2025, CIMB Thai Bank took a major step forward by initiating the Sustainability Academy, an initiative cascaded from CIMB Group. This academy provides a structured, organization-wide approach to sustainability learning and development, ensuring that all employees are empowered to contribute to the bank's ESG ambitions.

Key Developments in 2025:

- The Sustainability Academy has been initiated across the bank, serving as the central platform for all sustainability-related learning and development activities.
- Specialized sustainability training, equivalent to a yellow-belt certification, was delivered to frontliner staff, equipping customer-facing employees with practical ESG knowledge and skills for their daily roles.
- White-belt equivalent online courses were provided to support functions, ensuring foundational ESG knowledge is embedded across key enabling teams.
- Employees continue to be encouraged to participate in online courses offered by the Stock Exchange of Thailand (SET) Academy, which remain a core part of the bank's sustainability learning pathway.
- Building on this year's progress, the full implementation of the Sustainability Academy is planned for next year, with the goal of delivering comprehensive, role-specific sustainability education to all employees.

These initiatives reflect CIMB Thai's commitment to equipping its workforce with the knowledge and skills needed to drive sustainability forward, both within the organization and in service to clients and the broader community. Further updates on participation rates and outcomes will be provided as more data becomes available.



Training on Sustainability Policies

In 2025, the Bank continued to advance its commitment to responsible and sustainable banking by conducting a new series of enhanced training sessions on the Sustainability Policy (SP) and Sustainable Financing Policy (SFP). Building on the strong foundation established in previous years, the 2025 program expanded its reach and depth, engaging an even larger group of employees across business units in a highly interactive learning experience. These sessions were designed not only to provide policy updates but to create an engaging environment for constructive dialogue, collaborative learning, and the strengthening of the Bank's sustainability culture.

The objectives for 2025 focused on three key priorities. First, the Bank introduced the latest refinements to SP and SFP, ensuring that both existing employees and new joiners share a unified understanding of the Bank's evolving sustainability standards and regulatory expectations. Second, the program placed stronger emphasis on practical case studies and scenario-based learning, helping employees translate policy knowledge into real-world decision-making across lending, operations, and risk management. Third, the sessions aimed to deepen cross-functional alignment, enabling teams from the front office to back-end operations to collaborate more effectively on sustainable finance implementation.

Participants demonstrated high engagement throughout the training cycle, actively contributing questions, sharing field insights, and reflecting on challenges and opportunities in sustainable banking. This two-way communication approach allowed the Bank to not only disseminate its policies but also gather meaningful feedback that will support the continuous improvement of its sustainability frameworks.

The collective knowledge exchange fostered in 2025 reflects the Bank's holistic approach to environmental and social responsibility. By continuing to create a platform for open dialogue and shared learning, the Bank empowers its employees to play an active role in advancing its sustainability mission. This collaborative momentum strengthens the organization's ability to embed responsible banking practices across all operations and reinforces its long-term commitment to sustainable development.

Functional Trainings

CIMB Thai continues to strengthen sustainability competency across the organization by implementing a structured and comprehensive functional training programme. Designed and delivered by the Bank's Sustainability Team, these programmes ensure that employees across key business and support units possess the knowledge and capabilities necessary to embed sustainability principles into day-to-day operations, risk evaluation, and strategic decision-making.

In 2025, the Bank enhanced its external skills development offering through a series of specialized, role-specific learning modules. These modules deepen employees' understanding of the Bank's sustainability ecosystem—covering corporate commitments, sector-specific risks, strategic targets, climate-related expectations, and the Bank's long-term transition pathway. The trainings incorporate both foundational and advanced components, enabling employees to build practical skills aligned with emerging regulatory and market requirements.

IFRS S2 Training for Finance Team

The IFRS S2 Training for the finance team is designed to build expertise in climate-related financial disclosures and reporting, ensuring that team members are equipped to integrate sustainability data into financial statements in line with global standards. This targeted module covers the essentials of IFRS S2, practical case studies, and regulatory requirements, supporting CIMB Thai's readiness for evolving climate disclosure regulations.

Sustainability Training for Business Frontliners

Sustainability Training for business frontliners empowers staff to actively promote CIMB Thai's sustainability commitments in customer interactions. The program provides 4-hour foundational knowledge of the bank's sustainability strategy, practical scenarios for embedding sustainability in daily service, helping frontliners become ambassadors for sustainability. In 2025, the Relationship Management (RM) positions in Corporate Banking and Financial Institution Banking were designated as the first business frontliners to be trained at the yellow-belt level under the CIMB Thai Sustainability Academy structure. A total of 93% of Corporate RMs and 83% of Financial Institution RMs have completed the training. This program enhances the RMs' sustainability skills and knowledge, equipping them with the specific capabilities needed to capture future business opportunities.

Capacity Building in Sustainability

Through these targeted initiatives, CIMB Thai fosters an organizational culture in which sustainability is embedded into every employee's role. The Bank's structured learning pathways ensure that staff are not only informed but are empowered to contribute meaningfully to both environmental and social value creation.

Average Sustainability Related Training Hours in 2025

(CIMB Thai and Subsidiaries)

- > **Hours per Employee:** 1.07 hours
- > **Hours per MC:** 0.84 hours

Diversity and Inclusion

CIMB Thai has adopted the Group-wide Employee Diversity and Inclusion Policy, which provides a comprehensive framework for fostering an inclusive workplace while managing diversity-related risks and opportunities. The policy recognizes diversity across multiple dimensions, including gender, age, background, beliefs, ethnicity, skills, abilities, as well as differences in perspectives, thinking styles, and work experience. Inclusion is defined as organizational practices that ensure all individuals are respected, accepted, and treated fairly.

The policy emphasizes equal opportunity and fair treatment, ensuring that employment, development, and career progression decisions are based on merit and objective criteria. It requires all employees to uphold non-discriminatory behavior and strictly prohibits harassment, bullying, and retaliation against those who raise concerns. These principles are operationalized through integrated HR practices, accessible grievance and reporting mechanisms, training and awareness programs, and target setting with public disclosure, where applicable. The policy is reviewed at least every two years to ensure alignment with evolving laws, regulations, and management directives.

Beyond policy commitments, CIMB Thai actively promotes diversity and inclusion through practical initiatives and engagement programs. These include awareness campaigns such as "Pride to Be Me", cultural and religious celebrations such as Iftar dinners, and robust whistleblower protection mechanisms. Together, these efforts demonstrate CIMB Thai's ongoing commitment to workplace equity and support the Bank's alignment with the UN 2030 Agenda for Sustainable Development, enabling an environment where all employees can contribute and thrive.

CIMB Thai's commitment to diversity and inclusion continues to deliver tangible outcomes. In 2025, the Bank supported the employment of persons with disabilities, with 4 permanent employees engaged across its operations and an additional 25 individuals supported through collaboration with the Thai Red Cross Society.

Women represent 65% of the total workforce and 65% of management positions, reflecting strong female representation across all levels of the organization. CIMB Thai has achieved a zero gender pay gap and continues to actively promote women's career advancement.

CIMB Thai's "People Journey 2025" reinforces a workplace culture that cares, grows, listens, and celebrates employees by introducing holistic wellbeing support under People Care, future-ready leadership and regional development through Potential Builders, enhanced employee listening and cultural celebration initiatives via People Pulse, and strengthened recognition programs such as the EPICC Excellence Awards under Pride in Performance. These initiatives reflect CIMB Thai's commitment to embedding inclusion into everyday employee experience.



In 2025, CIMB Thai continues to support people with disabilities through inclusive employment practices, reasonable accommodation, and participation in external support programs. This builds on the bank's existing commitment to integrating employees with disabilities across roles and promoting accessible workplaces.

CIMB Thai PWD Program	2023	2024	2025
Employees with disabilities	2	3	4
Workers with disabilities (not directly employed)	22	23	25
Percentage of Employees with Disabilities*	0.77	0.85	1.02
Total	24	26	29

In CIMB Thai and our subsidiaries, our diversity and inclusion categories include gender, age and people with disabilities. The composition of these categories in 2025 are shown below.

Composition of employees in CIMB Thai and Subsidiaries	Composition in CIMB Thai	Composition of employees in CIMB Thai and Subsidiaries
Gender		
Male	37%	75%
Female	63%	25%
Age Group		
<30	61%	0%
30 -50	13%	25%
> 50	26%	75%

Geographic location

Geographic location	Composition of Employee
Bangkok	82%
Other Provinces	18%

The composition of gender in the contractor workers who are not directly employed

Composition of Contractor-Worker who are not directly employed	
Gender	
Male	56%
Female	44%
Persons with Disabilities	0%

Total Remuneration Ratio (Basic Salary)			
	CIMB Thai	CT Auto	WorldLease
Gender			
Male	39%	56%	14%
Female	61%	44%	86%
Location			
Bangkok	96%	47%	80%
Others	4%	53%	20%

Additionally, CIMB Thai continues to enforce strict anti harassment and anti discrimination clauses embedded in the Code of Ethics and Conduct. These clauses apply to all employees and third party workers, ensuring a safe environment for individuals of diverse backgrounds and beliefs.



Occupational Health and Safety

CIMB Thai upholds a strong commitment to safeguarding the health, safety, and wellbeing of all employees and contractors. The Bank's Occupational Health and Safety (OHS) framework is grounded in Thailand's Occupational Safety, Health and Environment Act B.E. 2554 (2011) and is further aligned with CIMB Group's regional standards, integrating global best practices, continuous improvement, and a proactive risk management approach.

CIMB Thai has instituted a three tier OHS governance structure that ensures clear accountability and effective implementation across the organization:

1. Safety, Occupational Health, and Working Environment Committee (Highest Tier)

- Oversees policy development, strategic planning, and board-level reporting.
- Establish safety protocols and evaluating their effectiveness through monthly assessments.

2. Management-Level (Second Tier)

- Ensures the practical implementation of safety standards across all business units.
- Initiates and oversees workplace safety projects.

3. Supervisor-Level (Third Tier)

- Manages day-to-day safety operations, including equipment monitoring, incident reporting, and immediate response to safety concerns..
- Coordinates directly with the Property and Administration Management (PAM) team to resolve hazards promptly.

Safety Monitoring and Risk Prevention

CIMB Thai has embedded routine environmental and safety monitoring across its operations, including:

- Indoor air quality assessments, including carbon dioxide measurement.
- Monthly inspections of fire extinguishing equipment.
- Annual firefighting and evacuation drills at all offices and branches.

The Bank regularly provides basic firefighting training to all employees through qualified local authorities or accredited institutions to ensure safe and appropriate actions during emergency situations. Furthermore, members of the Bank's Emergency Response Team undergo advanced training in fire prevention, first aid, emergency response protocols, and the operation of emergency equipment.

Employee Health and Safety

Beyond occupational safety, CIMB Thai adopts a proactive and comprehensive approach to employee health. Benefits and support include:

- Group medical insurance for both inpatient and outpatient care.
- Annual health check-ups that surpass minimum requirements under the Labor Act.
- A progressive 30-day health leave provision for employees dealing with significant health conditions.

These initiatives reflect the Bank's understanding that employee wellbeing extends beyond physical safety and plays a critical role in workforce resilience and productivity.

Occupational Health and Safety Performance in 2025

CIMB Thai recorded **zero work-related injuries or fatalities** among both employees and non-employee workers, demonstrating the effectiveness of its safety programs.

Employees (5,170,935 hours worked)

- Zero fatalities
- No high-consequence work-related injuries
- No recordable work-related injuries or ill health cases

Non-Employee Workers (980,100 hours worked)

- Zero fatalities
- No high-consequence work-related injuries
- No recordable work-related injuries or ill health cases

The sustained zero incident record underscores the robustness of the Bank's risk prevention, monitoring, and safety training systems. It also reflects a strong safety culture embedded across all levels of the organization.

CIMB Thai's approach to occupational health and safety goes beyond achieving regulatory compliance. Through strong governance, regular monitoring, comprehensive training, and holistic employee wellbeing initiatives, the Bank has built a resilient OHS management system that supports operational continuity and protects its people.

The Bank's 2025 performance demonstrates that a safety-first culture is firmly established across its workforce and contractor base. CIMB Thai will continue strengthening its safety framework to respond effectively to emerging risks while ensuring a healthy and safe working environment for all.



CIMB Thai's Sustainability Recognition in 2025

CIMB Thai Bank has continued to strengthen its leadership in sustainable finance in 2025, building on its award winning track record from previous years. The bank's strategic commitment to embedding Environmental, Social, and Governance (ESG) principles across its operations has led to new recognitions, expanded capabilities, and deeper impact across Thailand and the ASEAN region.

In 2025, CIMB Thai Bank received the AMCHAM Corporate Social Impact Award for the second year in a row, recognizing its commitment to integrating social responsibility into its business and its sustained impact on local communities. Through the bank's Sustainability360 initiative, CIMB Thai continues to support clients on their sustainability journeys while also driving in-house social initiatives such as forest restoration, reusable bag campaigns, audio books for the visually impaired, and regular blood donation activities. This award underscores the bank's strengthening role in advancing ESG-focused community engagement and its ability to generate long term social value alongside financial performance.



As Thailand advances toward its climate and sustainability goals, CIMB Thai continues to act as a pivotal enabler—mobilizing sustainable finance, supporting corporate transitions, and setting new standards for ESG excellence across the banking sector.

Although awarded in 2024, CIMB Thai's prior recognitions continue to shape its reputation and sustainable finance trajectory in 2025:

- Best Sustainability-Linked Loan – Scope 1 & 2 from The Digital Banker's Global Sustainable Finance Awards 2024, for structuring a THB 3 billion Sustainability Linked Loan with emissions reduction targets.
- Sustainability Rising Star Award from the ACES Awards 2024, affirming its regional leadership in ESG-driven finance.

These awards remain influential as they validate the bank's strong ESG foundations and support its continued growth in sustainable banking solutions.

CIMB Thai's continued recognition in 2025 reflects the bank's steady progress in advancing a holistic sustainability agenda—one that integrates responsible financing, operational excellence, and meaningful community engagement. By expanding its sustainable finance capabilities while deepening its social initiatives through Sustainability360, the bank is strengthening the foundations needed to support Thailand's evolving ESG landscape and accelerate the transition toward a low-carbon economy.

As regional and domestic regulatory frameworks for sustainable finance mature, CIMB Thai's established leadership and award winning track record position the bank at the forefront of an increasingly competitive ESG aligned market. The recognitions earned in both 2024 and 2025 reinforce its commitment to delivering innovative sustainability linked financial solutions, mobilizing capital for climate aligned outcomes, and embedding responsible practices across its value chain.

These achievements underscore CIMB Thai's dedication to shaping a more inclusive, environmentally resilient financial ecosystem. By championing ESG integration across its operations and collaborating closely with clients on their sustainability journeys, the bank continues to set new benchmarks for the sector—demonstrating its role not only as a financial institution, but as a catalyst for long term positive impact for Thailand and the wider ASEAN region.



Whistleblowing and Communication of Critical Concerns

CIMB Thai Bank's Whistleblowing Policy continued to serve as a cornerstone of our ethical framework in 2025, providing clear avenues for employees and stakeholders to raise legitimate concerns and ensuring that such issues are impartially investigated and appropriately addressed. The Board of Directors oversees these whistleblowing mechanisms and has established multiple channels for reporting any suspicious incidents of fraud, corruption, or misconduct, including behavior that might indicate potential fraudulent activities in the future. This reflects the Board's commitment to maintaining a culture of transparency and accountability, where serious concerns are escalated to the highest governance body for due oversight and action.

Recognizing the importance of customer satisfaction and the need to manage reputational risk, the Bank has also strengthened its customer complaint management. An independent, centralized Customer Experience Management (CX) unit works closely with all customer touchpoints—such as the CIMB Thai Care Centre and various front-line service units—to ensure that customer complaints and inquiries are handled efficiently and fairly. CIMB Thai adopts the CIMB Group's Customer Complaint Handling Policy and Procedures, tailored to local regulatory requirements, as a standard framework for resolving customer issues. This group-wide approach guarantees that every customer complaint is addressed objectively by the appropriate experts and resolved in a fair and timely manner.

In addition to providing channels for raising concerns, CIMB Thai has robust processes in place to promptly remediate any negative impacts or operational risks that might arise. For example, if an operational risk event is assessed as having a "Critical" or "High" impact, the affected business unit must send an escalation alert email to a designated senior management distribution list by the end of the next working day after the event is detected. On the same day the issue is identified, the business unit is also required to inform its Head and the Operational Risk Management (ORM) department, ensuring that top management is alerted immediately. Furthermore, for any non-regulatory incident classified as Critical or High impact, the responsible Designated Compliance and Operational Risk Officer (DCORO) (or a delegate) must complete a Root Cause Analysis (RCA) report within four weeks of the event's notification. If an event has regulatory implications, it is reported in accordance with the Bank's Compliance procedures regardless of its impact level. In cases where a business unit conducts its own investigation (for example, via a Major Incident Review or Compliance Monitoring report), that internal report can be utilized to satisfy the RCA requirement—provided it clearly identifies the root cause of the incident—and must be submitted to the ORM team for review and follow-up action. These structured escalation and analysis procedures help ensure that serious issues are addressed systematically and that lessons learned are fed back into the Bank's operations to prevent future occurrences.

To facilitate secure and confidential reporting, CIMB Thai provides several dedicated whistleblowing channels. Employees or external stakeholders who become aware of any illegal conduct, fraud, or violations of the Bank's policies can report their concerns directly to the Chairman of the Board, the Chairman of the Audit Committee, or the President and CEO through the following channels:

- Mailing Address: CIMB Thai Bank Public Company Limited – 21st Floor, 44 Langsuan Road, Lumpini, Pathumwan, Bangkok 10330, Thailand.
- Email: Whistleblow@cimbthai.com
- Telephone (Whistleblowing Hotline): +66 2 626 7000 or +66 2 638 8000

All reports received through these channels are treated with the utmost confidentiality. The Bank ensures that each whistleblowing report is investigated thoroughly while protecting the identity of the whistleblower or complainant at every stage of the process. This approach safeguards reporters from any form of retaliation and encourages a speak-up culture within the organization. Investigations are conducted according to established procedures, and the findings are carefully documented in written reports. These records are kept secure and confidential, accessible only to authorized personnel, thereby preserving the integrity of the process and the anonymity of those who come forward.



Under the Whistle Blowing Policy, a wide range of misconduct and unethical behaviors are considered improper and reportable. Examples of such misbehavior (not an exhaustive list) include:

- Illegal or unlawful activities – participation in criminal acts or violations of civil law.
- Breaches of internal policies or procedures – any non-compliance with the Bank's established rules and guidelines.
- Fraud, theft, embezzlement, or other forms of dishonesty – dishonest activities or misappropriation of assets.
- Corruption or bribery – offering, giving, soliciting, or accepting bribes or improper advantages.
- Bullying and harassment – any form of intimidation, coercion, or harassment in the workplace.
- Actions causing physical danger or property damage – behaviors that could endanger someone's safety or risk significant damage to assets.
- Forgery or falsification of documents – altering or fabricating documents belonging to the Bank, its customers, other financial institutions, or their agents.
- Unethical sales practices – such as mis-selling of products or services, or other improper sales conduct.
- Profiteering from insider information – exploiting confidential or insider knowledge for personal gain.
- Gross mismanagement or willful neglect of duties – serious failure to responsibly perform job duties or management responsibilities.

- Conflicts of interest – any situation where personal interests conflict with the interests of the Bank or its stakeholders.
- Abuse of position or misuse of information – using one's role or access to confidential information for undue personal benefit.
- Any similar or related irregularities – other serious violations of the Bank's ethical or compliance standards.

During 2025 there were no reported incidents of such a critical nature that they required escalation to the Board of Directors as formal critical concerns. This outcome highlights the effectiveness of CIMB Thai's proactive risk management, strong whistleblowing mechanisms, and responsive complaint resolution processes in addressing issues before they reach the highest levels of governance. Overall, the Bank's ongoing commitment to a speak-up culture, rigorous issue resolution, and stakeholder-focused complaint management has reinforced trust and transparency throughout 2025, ensuring that potential problems are dealt with swiftly and appropriately while safeguarding the interests of employees, customers, and the organization's reputation.



Appendix 1: GRI Content Index

CIMB Thai Bank Sustainability Report 2025	
Statement of Use	CIMB Thai Bank Public Company Limited has reported in accordance with the GRI Standards for the period January to December 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None Applicable

General Disclosures

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General	2-1 Organizational details	17	Omissions are not permitted for the disclosures.		
Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	17, 40	NO OMISSIONS		
	2-3 Reporting period, frequency and contact point	40			
	2-4 Restatements of information	43			
	2-5 External assurance	43			
	2-6 Activities, value chain and other business relationships	18-19, 33-36			
	2-7 Employees	19-20			
	2-8 Workers who are not employees	19-20			
	2-9 Governance structure and composition	20-25			
	2-10 Nomination and selection of the highest governance body	20-23			
	2-11 Chair of the highest governance body	22			
	2-12 Role of the highest governance body in overseeing the management of impacts	33-36, 37			
	2-13 Delegation of responsibility for managing impacts	33-36, 37			

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION			
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-14 Role of the highest governance body in sustainability reporting	33-36, 40, 47	Annual total compensation for the Bank's highest paid individual is not disclosed both within and outside the Bank due to confidentiality constraints and also in line with Thailand's PDPA.			
	2-15 Conflicts of interest	26-27				
	2-16 Communication of critical concerns	117-118				
	2-17 Collective knowledge of the highest governance body	24				
	2-18 Evaluation of the performance of the highest governance body	24				
	2-19 Remuneration policies	24				
	2-20 Process to determine remuneration	24				
	2-21 Annual total compensation ratio	-				
	2-22 Statement on sustainable development strategy	3-8				NO OMISSIONS
	2-23 Policy commitments	37-39				
	2-24 Embedding policy commitments	37-39				
	2-25 Processes to remediate negative impacts	50-56, 117-118				
	2-26 Mechanisms for seeking advice and raising concerns	50-56, 117-118				
	2-27 Compliance with laws and regulations	28				
	2-28 Membership associations	28				
	2-29 Approach to stakeholder engagement	102-116				
	2-30 Collective bargaining agreements	19				



Material Topics

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-1 Process to determine material topics	40-42			Omissions are not permitted for the disclosures.
	3-2 List of material topics	42			

Material Topics

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	63-72			NO OMISSIONS
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	198-205 / CIMB Thai Annual Report Form 56-1 One Report			
	201-2 Financial implications and other risks and opportunities due to climate change	63-72			

Indirect Economic Impacts

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	69, 79-81, 94-96			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	69, 79-81,			
	203-2 Significant indirect economic impacts	76-81, 94-96			

Anti-corruption

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	27, 50-51, 117-118			NO OMISSIONS
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	50-51			
	205-2 Communication and training about anti-corruption policies and procedures	50-51			
	205-3 Confirmed incidents of corruption and actions taken	50-51			

Energy

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics (CIMB Thai Bank and Branches Only)	38, 56, 85-89			
GRI 302: Energy 2016	302-1 Energy consumption within the organization (CIMB Thai Bank and Branches Only)	87-89			
	302-4 Reduction of energy consumption (CIMB Thai Bank and Branches Only)	87-89			

Water

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics (CIMB Thai Bank and Branches Only)	38, 56, 85-86, 93			No omissions
GRI 303: Water and Effluents 2018	303-5 Water consumption (CIMB Thai Bank and Branches Only)	93			



Biodiversity

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 56, 85, 98-101	NO OMISSIONS		
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	101	NO OMISSIONS		
	304-2 Significant impacts of activities, products and services on biodiversity	101			

Emissions

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics (CIMB Thai Bank and Branches Only)	38, 56, 85-86, 89-93	NO OMISSIONS		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions (CIMB Thai Bank and Branches Only)	90-91	Scope 1 Emissions reported does not include those are relates to emissions from septic tanks due to immaterial impact.		
	305-2 Energy indirect (Scope 2) GHG emissions (CIMB Thai Bank and Branches Only)	90-91	NO OMISSIONS		
	305-3 Other indirect (Scope 3) GHG emissions (CIMB Thai Bank and Branches Only)	77	NO OMISSIONS		
	305-5 Reduction of GHG emissions (CIMB Thai Bank and Branches Only)	87-91			

Occupational Health and Safety

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	54-55, 115	NO OMISSIONS		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	115	NO OMISSIONS		
	403-3 Occupational health services	115			
	403-4 Worker participation, consultation, and communication on occupational health and safety	115			
	403-5 Worker training on occupational health and safety	115			
	403-6 Promotion of worker health	115			
	403-9 Work-related injuries	115			
	403-10 Work-related ill health	115			

Training and Education

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	33-36, 97, 109-113	NO OMISSIONS		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	113	NO OMISSIONS		
	404-2 Programs for upgrading employee skills and transition assistance programs	109-113			

Diversity and Equal Opportunity

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	50, 113-114	NO OMISSIONS		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	72, 113-114	NO OMISSIONS		
	405-2 Ratio of basic salary and remuneration of women to men	113-114			



Security Practices

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	96-97	NO OMISSIONS		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	96-97			

Local Communities

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	33-36, 69, 78, 80-81	NO OMISSIONS		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	69, 78, 80-81			

Customer Health and Safety

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	69, 79-80, 95-96	NO OMISSIONS		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	69, 79-80			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	80, 96			

Marketing and Labeling

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	49-50	NO OMISSIONS		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	49-50			
	417-2 Incidents of non-compliance concerning product and service information and labeling	50			
	417-3 Incidents of non-compliance concerning marketing communications	50			

Customer Privacy

GRI STANDARD/SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	79-80, 95-96	NO OMISSIONS		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	80, 96			



Appendix 2: External Assurance Certificate 2025



Independent practitioner's limited assurance report on the selected Subject Matter Information included in the Sustainability Report of CIMB Thai Bank Public Company Limited's for the year ended 31 December 2025

To the management of CIMB Thai Bank Public Company Limited

Limited Assurance Conclusion

We have conducted a limited assurance engagement on the selected subject matter information included in the Sustainability Report (the "Subject Matter Information") of CIMB Thai Bank Public Company Limited ("CIMB Thai") for the year ended 31 December 2025. The detail of selected subject matter information is set out in Appendix A.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information is not prepared, in all material respects, in accordance with Reporting Criteria described in the "Subject Matter Information and Reporting Criteria" section below.

Subject Matter Information and Reporting Criteria

The Subject Matter Information and the Reporting Criteria are set out below:

The Subject Matter Information	Scope	Reporting Criteria	Applicable Topic in the Standard
Total energy consumption	Thailand operation	The Global Reporting Initiative's Sustainability Reporting Standards	GRI 302-1 Energy consumption within the organisation
Scope 1 GHG emissions		• The Global Reporting Initiative's Sustainability Reporting Standards	GRI 305-1 Direct (Scope 1) GHG emissions
Scope 2 GHG emissions		• The GHG Protocol Corporate Accounting and Reporting Standard	GRI 305-2 Energy indirect (Scope 2) GHG emissions

Basis for Conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information ("ISAE 3000 (Revised)"), and, in respect of the greenhouse gas emissions Scope 1 and Scope 2, International Standard on Assurance Engagements 3410, Assurance engagements on greenhouse gas statements ("ISAE 3410"), issued by the International Auditing and Assurance Standards Board.

www.pwc.com/th

PricewaterhouseCoopers ABAS Ltd.
 Floors 7, 11, 13-16, Bangkok City Tower,
 179/74-80 South Sathorn Road, Bangkok 10120
 T: +66 (0) 2844 1000 F: +66 (0) 2286 5050



We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Subject Matter Information

Management of CIMB Thai is responsible for:

- the preparation of the Subject Matter Information in accordance with the Reporting Criteria.
- designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Subject Matter Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Inherent limitations in preparing the subject matter information

Greenhouse GAS ("GHG") quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emission factors and the values need to combine emissions of different gases.

The Subject Matter Information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary.

It is anticipated that the principles and methodologies used to measure and report the Subject Matter Information will develop over time and may be subject to change in line with market practice and regulation, impacting comparability year-on-year.

Practitioner's Responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Subject Matter Information.



As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) and ISAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- determine the suitability in the circumstances of CIMB Thai's use of the Reporting Criteria as the basis for the preparation of the Subject Matter Information;
- perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the CIMB Thai's internal control; and
- design and perform procedures responsive to where material misstatements are likely to arise in the Subject Matter Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A limited assurance engagement involves performing procedures to obtain evidence about the Subject Matter Information . The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Subject Matter Information , whether due to fraud or error.

In conducting our limited assurance engagement, we performed the following:

- Obtained an understanding and evaluating of CIMB Thai's control environment, processes and systems including control activities relevant to the preparation of the Subject Matter Information at CIMB Thai's level.
- Evaluated the suitability in the circumstances of Reporting Criteria as the basis for preparing the Subject Matter Information.
- Assessed the risks that the Subject Matter Information may be materially misstated and determined the nature, timing and extent of further procedure.
- Performed analytical procedures for consistency of data with trends and our expectation.
- Performed limited substantive testing on a sampling basis on transactions included in the Subject Matter Information of CIMB Thai, which involved agreeing data points to/from source information to check that underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported.
- Checked mathematical formulas, proxies and default values used in Subject Matter Information against Reporting Criteria.
- Evaluated appropriateness of the disclosures and presentation of the Subject Matter Information based on Reporting Criteria; and
- Evaluated the appropriateness of measurement and evaluation method used and estimates made by CIMB Thai, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate CIMB Thai's estimates.



Our assurance procedures involved agreeing to certain information obtained by CIMB Thai from third party sources. However, our scope did not extend to testing the completeness and accuracy of the information obtained from third party sources.

Restriction of use

Our report has been prepared solely for CIMB Thai in accordance with the agreement between us and CIMB Thai dated 24 December 2025. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than CIMB Thai for our work or our report except where terms are expressly agreed between us in writing.

For PricewaterhouseCoopers ABAS Ltd.

Kulthida w.

By Kulthida Wiratkapan
Partner
Bangkok, Thailand
16 March 2026



Appendix 3: Renewable Energy Certificate and Carbon Credits Cancellation 2025



The International Tracking Standard Foundation
Founders of I-REC

This Redemption Statement has been produced for

CIMB THAI BANK PUBLIC COMPANY LIMITED

by

INNOPOWER COMPANY LIMITED

confirming the Redemption of

3 500.000000

I-REC Certificates, representing 3 500.000000 MWh of electricity generated from renewable sources

This Statement relates to electricity consumption located at or in

44 Langsuan Rd. Lumpini, Pathumwan, Bangkok 10330 Thailand

in respect of the reporting period

2025-01-01 to 2025-12-31

The stated Redemption Purpose is

Green House Gas Protocol Scope 2 Reporting





QR Code Verification

Verify the status of this Redemption Statement by scanning the QR code on the left and entering in the Verification Key below

Verification Key

1 8 9 1 6 2 2 1

<https://api.evident.app/public/certificates/en/Myh%2F1sd3V%2BdlHxmJjnw2goUPFWKHyU6hT2hn%2BH1qtEMvaodxs0GLplz%2F1qM9nll>





The International Tracking Standard Foundation
Founders of I-REC

This Redemption Statement has been produced for

CIMB THAI BANK PUBLIC COMPANY LIMITED

by

FUTURE ENERGY CORPORATION CO LTD

confirming the Redemption of

3 000.000000

I-REC Certificates, representing 3 000.000000 MWh of electricity generated from renewable sources

This Statement relates to electricity consumption located at or in

44 Langsuan Rd. Lumpini, Pathumwan, Bangkok 10330 Thailand

in respect of the reporting period

2025-01-01 to 2025-12-31

The stated Redemption Purpose is

Green House Gas Protocol Scope 2 Reporting



QR Code Verification

Verify the status of this Redemption Statement by scanning the QR code on the left and entering in the Verification Key below

Verification Key

7 0 9 4 4 8 4 4

<https://api.evident.app/public/certificates/en/RgaeTMI9v1hnYpSh4RcV88bbznz77vGMXXS1J1peMXdsEZEhG1Hk7c%2BKgWp>





องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน)
THAILAND GREENHOUSE GAS MANAGEMENT ORGANIZATION (PUBLIC ORGANIZATION)
 ศูนย์ราชการฯ อาคารรัฐประศาสนภักดี ชั้น ๙ เลขที่ ๑๒๐ ถนนแจ้งวัฒนะ พหลโยธิน กรุงเทพฯ ๑๐๑๑๐ โทร. ๐ ๒๕๔๑ ๙๗๗๐ โทรสาร ๐ ๒๕๔๑ ๙๘๐๐
 The Government Complex, Rattaprasananbhakti Bldg., 9th Fl., 120 Chaengwattana Rd., Laksi, Bangkok 10210, Thailand
 Tel +66 2141 9790 Fax +66 2143 8800 www.tgo.or.th

Cancellation Notification

Dear Sir,

Green Style Company Limited

The following cancellation has been completed in the registry:

Cancellation Details:

Account Name: บริษัท ธนาकार ซีไอเอ็มบี ไทย จำกัด (มหาชน)
 Account ID: -
 Contact Name: บริษัท ธนาकार ซีไอเอ็มบี ไทย จำกัด (มหาชน)
 Contact Email: greenstyle.se@gmail.com
 Project Name: **PSTC Solar Farm 10 MW**
 Credit Type: TVERs (tCO₂eq)
 Amount of Cancellation: **110 tCO₂eq**
Serial Number: TH1-VER-S0190-30-2019-3770576-3770685-0-0
 Issuance Date: 28 May 2020
 Vintage Year: 1 January 2019 - 31 December 2019
 Cancellation Date: 25 December 2025
 Remarks: Carbon Offsetting for Organization, กิจกรรมชดเชยคาร์บอนสำหรับองค์กร (scope 1) ธนาकार ซีไอเอ็มบี ไทย จำกัด (มหาชน)

Regards,

TGO's Registry Operation Team

Wararat Cha-umksuea

(Miss Wararat Cha-umkruea)
 Manager, Communications and Carbon Credit Registry Office
 Thailand Greenhouse Gas Management Organization (Public Organization)
 Tel: +66 2141 9837 Mobile: 08 6071 0166 E-mail: wararat.c@tgo.or.th



Appendix 4: Other ESG Data

Data*	2022		2023		2024		2025	
	Person	Percentage of total employee						
CIMB Thai PCL.	2,550		2,846		2,789		2,599	
Gender								
Male	860	34%	979	34%	958	34%	902	35%
Female	1690	66%	1,867	66%	1,831	66%	1,697	65%
Age								
Male<30 years old	102	4%	110	4%	111	4%	534	21%
Male 30-50 years old	530	21%	593	21%	593	21%	138	5%
Male >50 years old	228	9%	276	10%	254	9%	230	9%
Female <30 years old	207	8%	226	8%	195	7%	1,012	39%
Female 30-50 years old	1029	40%	1074	38%	1,088	39%	179	7%
Female >50 years old	454	18%	567	20%	548	20%	506	19%
Nationality								
Thai	2535	99.4%	2833	99.5%	2776	99.5%	2,589	99.6%
Malaysian	11	0.4%	12	0.4%	11	0.4%	9	0.3%
Chinese		0.0%		0.0%		0.0%	1	0.0%
Other	4	0.2%	1	0.0%	2	0.1%	-	0.0%
Education	2,428		2,485		2,430		2,267	
Below Bachelor Degree	119	5%	114	5%	102	4%	168	6.5%
Bachelor Degree	2000	82%	2065	83%	2036	84%	1,482	57.0%
Master Degree	306	13%	300	12%	289	12%	613	23.6%
Doctoral Degree	3	0%	3	0%	2	0%	3	0.1%
Other		0%	3	0%	1	0%	1	0.0%
Occupational Area	2550		2,846		2,789		2,599	
Bangkok and vicinity	2398	94.0%	2,650	93%	2,581	93%	2,418	93%
Provincial	152	6.0%	196	7%	208	7%	181	7%
Subsidiaries								
CIMB THAI AUTO	693		701		814		746	
Gender	693				814			
Male	322	46%	312	45%	376	46%	351	47%
Female	371	54%	389	55%	438	54%	395	53%

Data*	2022		2023		2024		2025	
	Person	Percentage of total employee						
Age								
Male<30 years old	38	5%	38	5%	33	4%	243	33%
Male 30-50 years old	210	30%	200	29%	266	33%	38	5%
Male >50 years old	74	11%	74	11%	77	9%	70	9%
Female <30 years old	76	11%	87	12%	90	11%	256	34%
Female 30-50 years old	265	38%	256	37%	292	36%	78	10%
Female >50 years old	30	4%	46	7%	56	7%	61	8%
Nationality								
Thai	693	100%	700	100%	813	99.9%	745	100%
Malaysian	-	0%	1	0%	1	0.1%	1	0%
Chinese	-	0%	-	0%	-	0.0%	-	0%
Other	-	0%	-	0%	-	0.0%	-	0%
Education	448		429		577		546	
Below Bachelor Degree	35	8%	35	8%	60	10%	87	16%
Bachelor Degree	397	89%	380	89%	494	86%	428	78%
Master Degree	15	3%	14	3%	18	3%	31	6%
Doctoral Degree	-	0%	-	0%	-	0%	-	0%
Other	1	0%	-	0%	5	1%	-	0%
Occupational Area								
Bangkok and vicinity	482	70%	464	66.19	466	57.25	395	53%
Provincial	211	30%	237	33.81	348	42.75	351	47%
WorldLease	385		267		74		44	
Gender								
Male	188	49%	123	46.07	32	43.24	10	23%
Female	197	51%	144	53.93	42	56.76	34	77%
Age								
Male<30 years old	34	9%	20	7%	8	10.81	5	11%
Male 30-50 years old	139	36%	91	34%	22	29.73	4	9%
Male >50 years old	15	4%	12	4%	2	2.70	1	2%
Female <30 years old	63	16%	47	18%	11	14.86	21	48%



Data*	2022		2023		2024		2025	
	Person	Percentage of total employee	Person	Percentage of total employee	Person	Percentage of total employee	Person	Percentage of total employee
Age								
Female 30-50 years old	123	32%	91	34%	23	31.08	5	11%
Female >50 years old	11	3%	6	2%	8	10.81	8	18%
Nationality								
Thai	385	100%	267	100%	74	100.0%	44	100%
Malaysian	-	0%	-	-	-	0.0%	-	0%
Chinese	-	0%	-	-	-	0.0%	-	0%
Other	-	0%	-	-	-	0.0%	-	0%
Education	346		220		57		36	
Below Bachelor Degree	98	28%	52	24%	24	42%	8	22%
Bachelor Degree	202	58%	151	69%	32	56%	26	72%
Master Degree	7	2%	3	1%	1	2%	2	6%
Doctoral Degree	--	0%	-	0%	-	0%	-	0%
Other	39	11%	14	6%	-	0%	-	0%
Occupational Area								
Bangkok vicinity	203	53%	200	66%	70	94.59	33	75%
Provincial	182	47%	103	34%	21	28.38	11	25%

Remark: *Full time employee of CIMB Thai PCL. and Subsidiaries, excluding the Board of Directors

Total Remuneration Ratio (Basic Salary) 2025

Data	CIMB Thai	CTA Auto	WorldLease
Male	39%	56%	14%
Female	61%	44%	86%
Location			
Bangkok	96%	47%	80%
Others	4%	53%	20%

Remuneration of Directors and Executives 2025

Detail	Bath
Meeting allowance	14,958,000
Other monetary remuneration	0
Total director remuneration	14,958,000

Remark: Only the Bank's Board of Director, exclude the Board's subsidiaries.

Executive Remunerations 2025

Detail	Bath
Total executive remuneration	115,429,387

Remark: Only the President and CEO and Management Committee (MC). The President and CEO's remuneration is included in senior management, even though he hold a Board seat.

Executive Remunerations 2025

Detail	Unit	Year 2025
Total employee remuneration	Baht	3,244,238,746
• Total male employee remuneration	Baht	1,297,462,134
• Percentage of remuneration in male employees	%	40%
• Total female employee remuneration	Baht	1,946,776,613
• Percentage of remuneration in female employees	%	60%
Average remuneration of employees	Baht / Person	1,081,052.56
Average remuneration of male employees	Baht / Person	1,199,133.21
Average remuneration of female employees	Baht / Person	1,014,474.52
Ratio of average remuneration of female employees to male employees		0.85

Remark: Basic salary plus additional amounts paid to a worker. Examples of additional amounts paid to a worker can include those based on years of service, bonuses including cash and equity such as stocks and shares, benefit payments, overtime, time owed, and any additional allowances, such as transportation, living and childcare allowances.



Terminated Employees 2025

Data	CIMB Thai			
	Voluntary		Involuntary	
	Person	Percentage	Person	Percentage
By Gender				
Male	56	7%	40	5%
Female	112	7%	89	6%
Total	168	7%	129	5%
By Age				
Under 30 years old	34	18%	7	4%
30-50 years old	118	8%	34	2%
Over 50 years old	16	2%	88	14%
Total	168	7%	129	5%

Data	WorldLease			
	Voluntary		Involuntary	
	Person	Percentage	Person	Percentage
By Gender				
Male	-	0%	1	9%
Female	1	3%	1	3%
Total	1	2%	2	5%
By Age				
Under 30 years old	1	35%	1	35%
30-50 years old	-	0%	-	0%
Over 50 years old	-	0%	1	11%
Total	1	2%	2	5%

Data	CIMB THAI AUTO			
	Voluntary		Involuntary	
	Person	Percentage	Person	Percentage
By Gender				
Male	13	4%	26	9%
Female	12	4%	13	5%
Total	25	4%	39	7%
By Age				
Under 30 years old	3	8%	1	3%
30-50 years old	19	4%	20	5%
Over 50 years old	3	3%	18	19%
Total	25	4%	39	7%



Parental Leave Data

Data	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Number of employees entitled to parental leave	1,145	1,989	1,111	1,953	1,025	1,824
Number of employees taking parental leave	1	29	5	33	0	24
Number of employees returning to work after parental leave	1	29	5	33	0	24
Number of employees returning to work after parental leave and still retained 12 months after their return to work	1	29	5	33	0	22
Return to work rate of employees taking parental leave ^{1/} (Percentage)	100%	100%	100%	100%	0	100.00%
Retention rate of employees taking parental leave ^{2/} (Percentage)	100%	100%	100%	100%	0	92%

Remarks: ^{1/} Return to work rate = (Total number of employees that did return to work after parental leave/ Total number of employees taking parental leave) x 100

^{2/} Retention Rate = (Total number of employees retained 12 months after returning to work following a period of parental leave/ Total number of employees returning from parental leave in the prior reporting period) x 100

Parental Leave Data

Data	2023	2024	2025
The number of employees participating in the Provident Fund	2,796	2,204	2,431.00
The percentage of employees in the Provident Fund	89.22	93.71	85.33
The Company's contribution to the employees' Provident Fund (THB)	124,115,334.56	112,586,452.77	122,054,321.86
The number of employees eligible to participate in the Provident Fund (PVD)	3,115.00	3,040.00	2,828.00
Ratio of employees participating in PVD to eligible employees	89.73	89.67	85.96
Total employee contributions to the Provident Fund (THB)	212,514,754.08	217,499,985.06	211,162,523.39



www.cimbthai.com

CIMB Thai Bank Public Company Limited

44 Langsuan Road Lumpini,
Pathum Wan Bangkok 10330

CIMB THAI Care Center

Tel. 02 626 7777

cimbthai.carecenter@cimbthai.com