CRDB BANK

The bank that listens

Building Resilience for **Sustained Growth**

2024 INTEGRATED REPORT
& CONSOLIDATED FINANCIAL STATEMENTS

About our Theme

CRDB Bank is pleased to present its annual report for the financial year 2024, which highlights our commitment to **'Building Resilience for Sustained Growth.'** This theme reflects our performance and dedication to delivering long-term value to all stakeholders through strategic foresight and adaptability.

By establishing clear goals and implementing targeted initiatives, we have successfully navigated a dynamic landscape that drives financial growth, innovation, and market expansion. Strengthening strategic alliances remains central to our growth strategy, enabling us to create a greater impact while providing value to businesses and communities.

Our resilience is built on a solid foundation, a forward-looking vision, and a highly skilled workforce. As we continue to take the lead in digital transformation, regional expansion, and sustainability, we remain focused on deepening stakeholder relationships and shaping a more innovative, inclusive, and sustainable future.

Board Responsibility and Approval Statement

The Board of Directors acknowledges its responsibility for the integrity of this report. It has reviewed the operating context, strategy, and value creation model, ensuring that the report addresses all material issues that may impact the Group's ability to create value. In the Board's opinion, this report provides a fair and accurate representation of the Group's performance.

Report Scope and Boundary

This Integrated Report and Financial Statements cover the financial period from January 1, 2024, to December 31, 2024. It provides an overview of the Group's business activities during the year and offers insights into anticipated prospects for 2025 and beyond. CRDB Bank Group comprises CRDB Bank Plc (the 'Bank') and its subsidiaries: CRDB Bank Burundi S.A., CRDB Bank Foundation, CRDB Bank DRC, and CRDB Insurance Company Limited.

Reporting Frameworks

This report has been prepared in compliance with industry best practices and guided by the principles and requirements of the Integrated Reporting Framework. It adheres to the laws and guidelines governing listed companies, including the Bank of Tanzania's (BoT) prudential guidelines, as well as regulations set by the National Board of Accountants and Auditors (NBAA), Dar es Salaam Stock Exchange (DSE), and Capital Markets and Securities Authority (CMSA).

The Group and Bank consolidated Financial Statements were prepared in accordance with IFRS Accounting Standards and the Tanzania Financial Reporting Standards (TFRS1). To enhance clarity and transparency regarding our value creation process.

Materiality

We apply the principle of materiality to determine what information should be included in our report. This principle emphasises the issues, opportunities, and challenges that significantly impact the CRDB Group and its ability to consistently deliver value to our stakeholders in a sustainable way.

Process and Quality Assurance

Management and internal audit conducted a combined review to ensure the accuracy of the report's content, with the Board and its subcommittees providing oversight. While this report is not audited, it includes information extracted from the consolidated Group and Bank financial statements. The Group's consolidated annual financial statements were audited by PricewaterhouseCoopers (PwC) and received a clean audit report.

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Abbreviations

ADA	Advanced Diploma in Accountancy
AfDB	African Development Bank
AGM	Annual General Meeting
ALCO	Asset and Liability Committee
ALM	Asset Liability Management
AML	Anti-Money Laundering
ATMs	Automated Teller Machines
Basel II	Basel Accord II
Basel III	Basel Accord III
BCBS	Basel Committee on Banking Supervision
BCMS	Business Continuity Management System
BFIA	Banking and Financial Institutions Act, 2006
BIF	Burundian Francs
BOT	Bank of Tanzania
BSI	British Standards Institute
CASA	Current Account and Savings Account
CASAs	Current/ Savings Accounts
CCO	Chief Commercial Officer
CDD	Customer Due Diligence
CEO	Chief Executive Officer
CFT	Combating the Financing of Terrorism
CIR	Cost-to-income ratio
CISD	Critical Incident Stress Debriefing
CMSA	Capital Markets and Securities Authority
COO	Chief Operating Officer
CPA(T)	Certified Public Accountant (Tanzania)
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Agency
DEG	Deutsche Investitions- und Entwicklungsgesellschaft
DFIDs	Department for International Development
DR Congo	Democratic Republic of Congo
EaR	Earning at Risk
ECL	Expected Credit Loss
EIB	European Investment Bank
ESG	Environmental, Social, and Governance
EWSM	Early Warning Signs Models
EXCO	Executive Committee
FinTech	Financial Technology
FTP	Fund Transfer Pricing
GCF	Green Climate Fund
GDP	Gross Domestic Product
GHG	Greenhouse Gas
HQ	Headquarters
HR	Human Resources
ICT	Information and Communications Technology
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IMF	International Monetary Fund
INEDs	Independent Non-Executive Directors
ISO	International Organisation for Standardisation
KfW	Kreditanstalt für Wiederaufbau
KPI	Key Performance Indicator
KYC	Know Your Customer
LC	Letter of Credit
LCR	Liquidity Coverage Ratio
MA	Master of Arts
MBA	Master of Business Administration
MEMARTS	Memorandum and Articles Association
MIS	Management Information System
MNOs	Mobile Network Operators
MSc	Master of Science
MSMEs	Micro, Small, and Medium Enterprises
MtM	Mark to Market
NBAA	National Board of Accountants and Auditors
NBC	National Bank of Commerce
NDA	National Designated Authority
NDC	Nationally Determined Contribution
NEDs	Non-Executive Directors
NGOs	Non-Governmental Organisations
NOP	Foreign exchange open positions
NPL	Non-Performing Loan
NPS	Net Promoter Score
NSFR	Net Stable Funding Ratio
OSHA	Occupational Safety and Health Administration
PCI-DSS	Payment Card Industry Data Security Standard
PGDA	Postgraduate Diploma in Accounting
POS	Point of Sale
PSSSF	Public Service Social Security Fund
PV01	Present Value of a Basis Point
QR	Quick Response
RAS	Risk Appetite Statement
RCKM	Rockham Capital Kimberlite
RCSAs	Risk Control Self Assessments
ROA	Return on Assets
ROE	Return on Equity
SDGs	Sustainable Development Goals
SLA	Service Level Agreement
SOPs	Standard Operating Procedures
TAT	Turn Around Time
TFRS	Tanzanian Financial Reporting Standards
TIB	Tanzania Investment Bank
TIRA	Tanzania Insurance Regulatory Authority
TMRC	Tanzania Mortgage Refinance Company
TZS	Tanzanian Shilling
UN	United Nations
UN	SDGs United Nations Sustainable Development Goals
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
USSD	Unstructured Supplementary Service Data
VAR	Value at Risk
YOY	Year-on-Year

ABOUT US

About CRDB Bank Group

We are an integrated financial services provider listed on the Dar es Salaam Stock Exchange (DSE) in Tanzania. Our vision is to transform lives and develop economies to their fullest potential. The Bank contributes to sustainable growth and financial inclusion by offering a comprehensive range of financial services. These services cater to individuals, small and medium-sized enterprises (SMEs), corporate banking, treasury and capital markets, premier banking and insurance services. We operate through a network of 259 branches, 684 ATMs (including deposit ATMs), 4,708 point-of-sale (POS) terminals, and 36,566 agents spread across the country.

Our Presence

We are based in Tanzania, where our headquarters are located. We have three wholly owned subsidiaries, including CRDB Bank Burundi S.A., which was incorporated in the Republic of Burundi in 2012; CRDB Insurance Company Limited, which was incorporated in the United Republic of Tanzania under TIRA in 2023; and CRDB Bank Foundation, which was registered in 2022 by the Registrar of NGOs. Additionally, the Bank controls another subsidiary, 'CRDB Bank Congo,' which was incorporated in the Democratic Republic of Congo in 2023 with 55% ownership. Each subsidiary contributes to an integrated financial services model that reinforces economic stability and long-term progress.

Through our commitment to empowering communities and fostering economic resilience, we remain focused on creating lasting socio-economic value for all stakeholders.

Burundi

CRDB Bank Burundi S.A. (2012)

Tanzania

Headquarters, with a strong regional presence

CRDB Insurance Company Limited (2023)

CRDB Bank Foundation (2022)

Democratic Republic of Congo

CRDB Bank Congo (2023)

Our Subsidiaries

CRDB Bank Burundi S.A.

A licensed Bank in Burundi under the Banks and Financial Institutions Act, 2003

CRDB Bank DR Congo

A limited company and licensed Bank registered under the Ohada Uniform Act, G.I.E., and the Banking Regulation of DR Congo

CRDB Insurance Company Limited

A licensed insurance company in Tanzania that engages in providing insurance services

CRDB Bank Foundation

A non-profit organisation registered in Tanzania, aiming to promote inclusive growth through community-focused initiatives

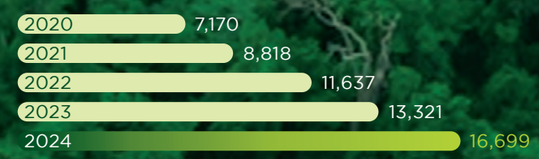
A snapshot of Group Performance

Amount in TZS Billions

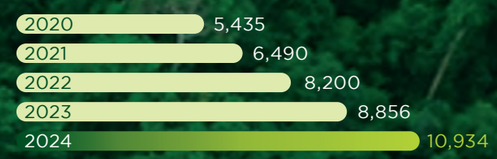
Profit After Tax (PAT)

Loans and Advances to Customers

Total Assets



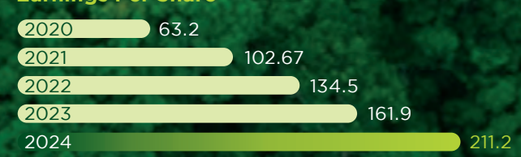
Total Customer Deposits



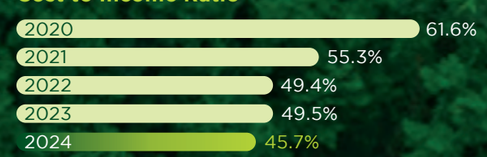
Total Equity

Key Ratios

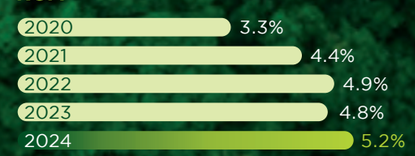
Earnings Per Share



Cost to Income Ratio

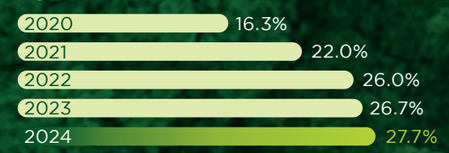


ROA



NPL Ratio

ROE



PERFORMANCE SNAPSHOT

Year in Review: Financial Performance

Group Performance

Profitability

Profit Before Tax
TZS 778.8 Billion

Profit After Tax (PAT)
TZS 551.5 Billion

Interest Income
TZS 1,562.1 Billion

Non-interest Income
TZS 560.1 Billion

Balance Sheet Growth

Total Assets: Increased by
25.3% to **TZS 16,698.8** Billion
(from TZS 13,321.3 Billion in FY 2023)

Customer Deposits: Increased by
23.5% to **TZS 10,934.1** Billion
(from TZS 8,856.0 Billion in FY 2023)

Net Loans and Advances: Increased by
22.7% to **TZS 10,360.8** Billion
(from ZS 8,443.5 Billion in FY 2023)

Business Growth

Market Share

Customer Deposits
CRDB Group
27%

Assets
CRDB Group
26%

CRDB Bank Group's Performance in Selected KPIs Against the Industry

KPI	Industry Average	CRDB Group
Non-performing Loans	5%	2.9%
Return on Assets	5%	5.2%
Return on Equity	22.1%	27.7%
Cost-to-Income Ratio	44.0%	45.7%

Subsidiary Performance

CRDB Bank Burundi S.A.

PAT	Total Deposits	Total Assets	Loans and Advances
TZS 40.3 Billion	**TZS 693.3** Billion	**TZS 1,484.4** Billion	**TZS 751.2** Billion

CRDB Bank Congo

Post-Tax Loss
TZS 6.7 Billion

Total Deposits
TZS 22.1 Billion

Total Assets
TZS 184.6 Billion

Loans and Advances
TZS 5.7 Billion

CRDB Insurance Company Limited

Gross Written Premium
TZS 26.9 Billion

Profit After Tax
TZS 0.3 Billion

Net Claims Incurred
TZS 2.9 Billion

Total Assets
TZS 19.2 Billion

CRDB Bank Foundation

Capacity Building	Accounts Opened (Financial Inclusion)
196,650 Youth and Women	**144,810**

Total Subsidiary Contribution

2024	2023
6.2%	**5.6%**

Non-Financial Performance

Planet

Disbursement to Green Projects
TZS 86.9 Billion

Reduction of paper usage by
21%
(Number of reams to 17,810 from 22,535 in 2023

Green bond (Medium-Term Note Programme)
TZS 86.9 Billion

EDGE Certification Standards
Awarded 'Green Building Certification'*

People

Employee satisfaction survey score
94%

Employee satisfaction survey participation
81%

Male and Female Employee Ratio
55% : 45%

>20%
Average Learning Manhours

Community

Investment in CSR initiatives
TZS 2.3 Billion

Increase in Usage of Digital Channels
53%

Customers Net Promoters Score
56%

YoY growth of number of customers
60%

YoY growth of number of agents banking
6%

*CRDB Bank was awarded a "Green Building Certification" after achieving the required minimum efficiencies of 20% in three key EDGE indicators: energy savings of 21%, water savings of 21%, and a reduction of 27% in embodied carbon in materials.

VALUE ADDED STATEMENT

Value We Created

Value-added Statement	2024	2023
	TZS Millions	TZS Millions
Income earned from financial services	**1,562,110**	1,227,431
Cost incurred in provision of services	**(422,649)**	(350,133)
Value added from financial services	**1,139,461**	877,298
Non-operating income	**426,686**	417,040
Non-operating expenditure	**(274,856)**	(233,086)
Value - added	**1,291,291**	1,061,252

Distribution of Value-added	2024	2023
To Employees:		
Salaries and other benefits	**380,448**	338,243
To Shareholders:		
Dividend to other shareholders	**86,191**	77,572
Dividend to the government	**44,401**	39,961
To Government:		
Corporate tax	**218,714**	194,922
PAYE	**69,860**	64,089
Skills & development levy	**8,586**	8,072
Excise duty/ Service levy and other taxes	**55,541**	49,910
VAT on services	**109,119**	86,334
Total taxes	**461,819**	403,327
To expansion and growth:	**318,432**	202,149
Value distributed	**1,291,291**	1,061,252

CRDB Bank Group:

Driving Sustainable Growth

CRDB Bank Group stands as a trusted financial partner, driving inclusive and sustainable growth across the region. With a strong foundation in purpose, performance, and presence, we continue to expand our impact through customer-centric services, innovation, and a values-led approach. Guided by our mission and vision, we create long-term value for all stakeholders while advancing economic progress across Tanzania, Burundi, and the DRC.

Key Highlights 2024

TZS 1.749.9 Billion
Market Capitalisation

37,658
Number of shareholders

TZS 2,173.2 Billion
Total Shareholder's Equity

6.4 Million
Number of customers

TZS 16,698.8 Billion
Total Assets

4,251
Employees (Group)

27.7%
Return on equity

55:45
Male: Female ratio

TZS 318.5 Billion
Reinvested to grow and Sustain Operations

7%
Employees >50

TZS 670
Share price

55%
Employees aged 35-50 years

38%
Employees below 35 years of age

CRDB Bank is accredited by the UN GCF as a Direct Access Entity (DAE) for green financing in Tanzania.

Value Shared 2024

TZS 65
Dividend per share

TZS 2.3 Billion
Invested in corporate social initiatives

TZS 8.0 Billion
Spent on for Learning & development

TZS 461.8 Billion
Total taxes paid

Our Service Channels

259
Branches (including mobile branches)

684
ATMs (including depository ATMs)

36,566
Banking Agents

4,708
Point of Sales (POS) terminals

Strategic Partnerships for Sustained Progress

We forge strategic partnerships with global development organisations and financial institutions to enhance resilience, unlock growth opportunities, and drive sustainable impact.

MISSION, VISION, VALUES

The Foundation of Our Success

Driven by a clear purpose and bold vision, we are transforming the way we create value and drive impact. By nurturing synergy between our ambitions and strategic priorities, we aim to exceed stakeholders' expectations and build a lasting legacy of innovation and sustainability. Grounded in accountability and collaboration, we continue to strengthen our foundation and contribute to meaningful progress.

Our Purpose
Improve livelihoods and deliver

Our Vision
Transform lives and develop economies to their fullest potential.

Our Mission
Provide disruptive solutions to unlock social-economic value for our stakeholders.

Our Values

Deliver Impact
Deliver distinguished experiences to our stakeholders while caring for our community.

Behave Responsibly
Value integrity and hold ourselves accountable; being ethical and trustworthy in all we do.

Learning Continuously
Work with a growth mindset to unlock our fullest potential and stay ahead.

Achieve Together
Deliver as a team and ensure that every voice is heard, valued and respected.

Our Strengths

- Strong capital base with a well-established regional network.
- Modern, scalable technology infrastructure driving innovation.
- Commitment to world-class governance practices.
- Diverse, talented workforce with a multicultural outlook.
- Strategic partnerships to meet diverse market needs.
- Strong, Recognisable Brand.

Our Aspiration

We strive for growth that creates meaningful value for all stakeholders, reflected in thriving communities, improved livelihoods, and satisfied shareholders.

PRODUCTS & SERVICES

Innovative Banking Solutions

Retail Banking

What We Offer

We serve individuals, MSMEs, and businesses with a wide range of tailored financial solutions, ensuring financial empowerment across all customer segments.

Key Solutions

- Deposits & Savings
- Loans & Credit Facilities
- Investment Options (Fixed deposits)
- Insurance Solutions (Bancassurance offerings covering motor, personal accident, medical, fire, and group life insurance)
- Digital Banking Services (including CRDB Wakala – agency banking)

Whom We Serve

- Individuals
- Micro, Small & Medium Enterprises (MSMEs)
- Community-Based Groups (Vicoba, AMCOs, and cooperatives)

Our Competitive Advantage

- Strong Financial Performance & Governance
- Extensive Service Network – 250+ outlets, 36,000+ agents
- Regional Presence (Tanzania, Burundi, and the DRC)
- Diverse Product Offerings

KPIs

- Customer growth & retention
- Deposits
- Portfolio growth
- Income & Portfolio Quality
- Channel performance
- Digital adoption
- Accessibility and penetration

Future Plans

- Enhancing digital banking experiences
- Expanding insurance penetration
- Strengthening financial inclusion

Al-Barakah Banking

What We Offer

We offer Shariah-compliant banking solutions tailored to the evolving needs of businesses and individuals. Operating under the Directorate of Retail Banking, this specialised window provides both Retail and Corporate Banking customers with ethical financial products that align with Islamic banking principles.

Key Solutions

- Shariah-compliant financing
- Shariah-compliant asset-based financing

Whom We Serve

- Individuals
- Groups
- SMEs
- Corporates
- Institutions

Our Competitive Advantage

- Tanzania's only Shariah-compliant financing service
- Offers asset-based financing to new and existing customers
- Provides vehicle, equipment, and machinery financing
- No requirement for landed property as collateral

KPIs

- Customer growth & retention
- Deposits & Portfolio growth
- Income and Portfolio Quality

Future Plans

- Developing new Shariah-compliant investment products.
- Leveraging fintech solutions to enhance customer experience.
- Expanding financial literacy and awareness on Islamic banking.

Corporate Banking

What We Offer

We support large businesses and institutions with tailored solutions that enhance liquidity, enable investments, and ensure long-term sustainability through structured financing, trade services, and strategic advisory.

Key Solutions

- Working Capital Financing
- Trade Finance Solutions
- Project Financing & Investments
- Advisory Services
- Asset Financing
- Treasury & Transactional Services

Whom We Serve

- Large-scale businesses
- Government institutions
- Multinational corporations
- Parastatals

Our Competitive Advantage

- Seasoned professionals
- Strong goodwill
- Innovative products
- Advanced technology
- Structured financial solutions
- Strategic partnerships

KPIs

- Customer growth & retention
- Deposits, Portfolio growth
- Income & Portfolio Quality

Future Plans

- Expanding syndicated finance
- Enhancing agribusiness financing
- Driving digital transformation

Treasury & Capital Markets

What We Offer

We offer solutions tailored to the evolving needs of individuals, businesses, and financial institutions, focusing on liquidity, risk mitigation, and investment growth to drive long-term resilience.

Key Solutions

- Foreign Currency Payment Solutions
- Hedging Solutions
- Custodial Services
- Advisory Services

Whom We Serve

- Individuals & High-Net-Worth Clients
- MSMEs & SMEs
- Retail & Corporate Clients
- Financial Institutions & Interbank Participants

Our Competitive Advantage

- Extensive Branch Network
- Strong Capital Base
- Expert Treasury Team
- Global Credit Ratings
- Robust Liquidity
- Strategic Market Relationships

KPIs

- Balance sheet health
- Trade Income/Forex
- Capital Management
- Investments

Future Plans

- Expanding capital market participation
- Enhancing digital treasury services
- Fostering strategic partnerships

Factors Impeding Our Creation of Value

CRDB Bank Plc operates in a dynamic environment shaped by rapid technological advancement, evolving stakeholder expectations, regulatory changes, and environmental challenges. These factors, while posing risks, also present opportunities for transformation and value creation. Below is a summary of material issues that may impede value creation and how the Bank is actively responding.

Issue	Increasing Competition	Disruptive Technologies & Digital Adoption	Rising Stakeholder Expectations	Ongoing Regulatory and Policy Changes	Cybersecurity Threats & Information Risk	Climate Change & Environmental Risk	Demographic and Social Shifts
Risk/Impact on Value Creation	Heightened competition from FinTechs, Mobile Network Operators (MNOs), and regional banks may lead to revenue pressure and market share erosion if offerings are not differentiated or customer-centric.	The pace of technological change demands constant innovation; failure to adapt may render systems and services obsolete.	Inadequate stakeholder alignment can negatively affect trust, reputation, funding access, and long-term value creation	Regulatory changes can increase operational complexity and compliance costs, potentially affecting profitability	Increasing risk of cyber-attacks (e.g., phishing, ransomware) threatens data security, operational continuity	Both physical risks (e.g., flooding, drought) and transition risks (e.g., policy shifts, stranded assets) may impact lending portfolios and operations.	Youth unemployment, income disparities, and underserved populations can impede inclusive growth.
Our Response	• Accelerating our digital transformation through innovative products and agile service delivery • Enhancing customer experience via multiple channels: branches, agency banking, SimBanking, and CRDB Wakala • Reinforcing brand loyalty through the "Bank that Listens" customer philosophy	• Launched a scalable core banking system to support future innovation • Investing in AI, data analytics, and cybersecurity • Strengthening partnerships with technology providers to ensure agility and resilience	• Expanded sustainability and ESG reporting, integrated into strategic planning • Established channels for ongoing stakeholder engagement, e.g., CEO Town Halls, investor updates, CRDB Foundation outreach • Elevated customer satisfaction (CSAT 90%, NPS 56%) and employee engagement (94% satisfaction index)	• Dedicated Risk & Compliance department to monitor and manage policy shifts • Proactive participation in industry and regulatory forums • Significant investment in compliance, AML/CFT, ESG, and consumer protection frameworks	• Established a comprehensive Cyber Risk Management Framework • Continuous monitoring, penetration testing, and cybersecurity training for staff • Strengthened IT governance aligned with Bank of Tanzania and global standards	• Embedded ESG considerations in credit risk appraisal through Environmental & Social Management System (ESMS) • Accredited by Green Climate Fund; mobilising green finance for climate-resilient initiatives • Invested TZS 281.3 million in 2024 towards climate resilience and sustainability campaigns	• Focus on financial inclusion through Imbeju program: 196,650 reached in 2024 • Products tailored to demographic needs (e.g., Malkia, Scholar, Pension, Junior Jumbo accounts) • Expansion of agent network to 36,566 agents serving rural and peri-urban areas

VALUE-CREATION MODEL

Strategic Value Creation Model

Inputs

Capital

Financial Capital:

- Shareholder's fund
- Customer deposits
- Borrowings

Manufactured Capital

- Banking outlets, including mobile branches
- ATMs cash deposit and withdrawal machines
- Agency Banking
- Merchants

Intellectual Capital

- Focus on technology
- Robust loan origination & underwiring
- Risk Enterprise Management framework
- Collaboration with fintech and start-ups branded as 'IMBEJU
- Brand positioning

Human Capital

- Total workforce: 4,251 - 2,351 (55%) males & 1,896 (45%) females
- Experienced and competent key personnel management team
- Experienced and competent Board of Directors with diverse skills

Social and Relationship Capital

- 1% of CSR budget on net profit
- Strategic partnership(s) for the execution of community matters

Natural Capital

- LED lights
- Digital solutions
- Installation of sensor taps in our office buildings

Value Creation (Group)

Outputs

- Equity: **TZS 2.2 Trillion**
- Total assets: **TZS 16.7 Trillion**
- Customer deposits: **TZS 10.9 Trillion**
- Borrowings: **TZS 1.7 Trillion**
- Market share: **27%** deposits and **26%** total assets

- Easy access to financial services
- Financial inclusion

- Innovative products & solutions
- Automated processes
- Collaborative teams through a shared service model

- Improved staff morale
- Increase in staff productivity
- Lower staff turnover rate
- Improved staff skills
- Good health and safety records – award from OSHA

- We contributed to the implementation of UN SDGs 1 (No Poverty), 3 (Good Health and Well-being), and 4 (Quality Education).
- Reduced the unemployment rate

- Innovative and sustainable digital solutions

Outcomes

- Return on equity: **27.7%**
- Return on asset: **5.2%**
- Dividend per share: **TZS 65**
- Cost to income ratio: **45.7%**
- Total tax paid: **TZS 461.8 Bn**

- Banking outlets: **259**
- ATMs: **684**, including deposit ATMs
- POS machines: **4,708**
- Registered agents: **36,566**

- Strong brand
- Increase in digital transactions
- Operational efficiency

- Remarkable performance resulted from staff morale improvement
- Competent & efficient workforce
- Increased customer satisfaction, evidenced by an increase in NPS of **56%** (up from **53%** reported in 2023)

- **TZS 1 Bn** invested in education
- **TZS 156 Mn** supported healthcare
- **TZS 281Mn** allocated to environmental initiatives
- **TZS 432Mn** invested in women & youth programmes
- **TZS 438 Mn** directed to philanthropic activities

- Reduced electricity cost
- Improvement of TAT
- Reduced usage of paper by **21%** (number of reams to **17,810** from **22,535** in 2023)

Group Responses

Financial Capital

- We maintained a strong capital base and diversified funding sources, ensuring competitive banking solutions across our markets
- We access funds at competitive rates to optimise returns and maximise shareholder value

Manufactured Capital

- We continue to drive awareness and training on digital solutions.
- We continuously enhance our systems and processes for greater efficiency.
- We are expanding our outreach to improve financial accessibility.

Intellectual Capital

- Our robust technology and infrastructure ensure seamless customer experiences and strengthen resilience.
- We invest in our brand, subsidiaries, strategic partnerships, and innovative solutions to enhance customer value.

Human Capital

- We prioritise continuous training and development to enhance employee skills and competitiveness
- We foster a culture of continuous learning to equip our workforce for the digital future
- We offer additional compensation, including risk allowances and rent subsidies, to support staff in rural and high-risk areas

Social and Relationship Capital

- We will continue increasing our annual budget to serve a larger population.
- We remain focused on enhancing customer experience, ensuring seamless interactions across all touchpoints.

Natural Capital

- We will continue monitoring resource usage, including water, fuel, power, and paper
- We are strengthening governance and oversight of environmental matters

AWARDS & RECOGNITION

Excellence in Action

With a proud legacy of excellence, we continue to be recognised among the top financial institutions in our region. In 2024, we received 45+ awards from esteemed local and international organisations—an achievement that reaffirms our leadership and commitment to Building Resilience for Sustained Growth.

Excellence Awards
European Society for Quality Research (ESQR)

GIFA Award
GIFA Award

Most Innovative Customer-Centric Banking Brand - Tanzania 2024
Global Brands Magazine

Most Sustainable Financial Service Provider- Tanzania 2024
Global Brands Magazine

Best Bank for SMEs - in TZ
Euromoney

CEO of the Year
African Bank 4.0 Awards (Pan Africa)

Best SME Bank
World Economic Magazine

Best Customer Service Bank
World Economic Magazine

Best Internet Banking
World Economic Magazine

Best Bancassurance Provider
World Economic Magazine

Best Bank in Mobile Banking App
International Business Magazine Award

Best Trade Finance Bank
International Business Magazine Award

Best Commercial Bank Tanzania
Global Business Magazine Awards

Best SME Bank Tanzania
Global Business Magazine Awards

Best Domestic Retail Bank Tanzania
Global Magazine Awards

Bank of the Year
The Banker

Africa's Outstanding Professional
The Business Executive Award

Best Bank for Trade Finance
Middle East and Africa Innovation Award

Best Bank in Tanzania
Global Finance

Best SME Banks Awards
Global Finance

Bond of the Year Deal in Local Currency
Bonds, Loans & ESG Capital Markets Africa Awards

Fire Award
Winner in the Country Category

1st Runner-Up
in the Banking Category
Fire Award

Fire Award
2nd runner-up in the Listed Companies Category

Best SME Bank Tanzania
Brands And Business Magazine

Best Retail Bank Tanzania
Brands And Business Magazine

Best Commercial Bank Tanzania
International Banker Awards

Africa Bank 4.0 Awards (Pan Africa)
Bii World

Fastest Growing Islamic Banking window for Retail Banking, Tanzania 2024
Global Banking & Finance Review

Fastest Growing Islamic Banking window for Corporate Banking Tanzania 2024
Global Banking & Finance Review

Most Sustainable Bank – TZ
Gazette International Awards

Most Innovative - TZ
Gazette International Awards

ACOYA-ICT & Knowledge Management, Bank of the Year 2023
ACOYA

Best Mobile Banking App in Tanzania 2024
Global Finance Best Digital Bank

Best Consumer Digital Bank in Tanzania 2024
Global Finance Best Digital Bank

The Preferred Convenient and Accessible Bank in Eastern Africa
Consumer Choice Awards

The most creative and innovative consumer benefitting campaign of the year, 'Miamala inalipa, Swahiba'
Consumer Choice Awards

Youth lead women empowerment program – CRDB Bank Foundation Imbeju Program
Tanzania Emerging Youth Awards

STI Partner Award
9th STICE AWARDS

NGO's 2nd Runner Up: Partnership Category
Business SDG Awards

NGO's 2nd Runner Up: Planet Category
Business SDG Awards

NGO's 2nd Runner Up: People Category
Business SDG Awards

NGO'S Winner: Tanzania
Business SDG Awards

Country Winner: Tanzania
Financial Reporting Awards

Banks Category: 1st Runner Up
Financial Reporting Awards

Listed Category: 2nd Runner Up
Financial Reporting Awards

Best Presented Financial Statements on IFRS Reporting
NBAA

Best Presented Financial Statements - Large Banks
NBAA

2nd Runner: Best Custodian Bank of the Year
DSE Members Awards

3rd Runner Up: Best Bond Dealer of the Year
DSE Members Awards

2nd Runner: Best Listed Company of the Year Under MIMs Banking and Investment Category
DSE Members Awards

2nd Runner: Best Bond Issuer of the Year
DSE Members Awards

3rd Winner
on outstanding Tax Contribution TRA

MANAGEMENT TEAM

CRDB Group

Executive Leadership

Abdulmajid Nsekela

Group CEO and Managing Director

MBA-IBF, Birmingham University (UK)

PGD (Business Administration)-Birmingham University, UK, Adv. Dip (Banking)-IFM

Boma O. Raballa

Chief Commercial Officer (CCO)

MBA, Mzumbe University

BA (Accounting) Kampala International Univ. UG

Bruce Mwile

Chief Operations Officer (COO)

MBA - Finance (UDSM)

B.com (Finance), (UDSM)

Frederick Nshekanabo

Chief Finance Officer (CFO)

MSc. Finance - University of Strathclyde (UK), ACPA (T)

Advanced Dip Accountancy (IFM)

Management Team

Tully Esther Mwambapa

Director of Corporate Affairs & Public Relations and MD CRDB Foundation

MBA, BA Public Administration

& International Relations, (UDSM)

Xavery Makwi

Director of Credit

CPA (T), PGD (Legal Practice)

LST, LLB (Open University of Tanzania)

MBA, B. Com (Accountancy) UDSM

Leo Patrick Ndimbo

Director of Business Transformation

PGD- BA (CBE)

Int'l Adv. Dip in Computer Engineering (IADCE) - New Horizon University

John Baptiste Rugambo

Company Secretary

Business Administration (USIU, KE), BA, MA (International Business Administration) – USIU

Alexander Ngusaru

Director of Treasury

& Capital Markets

MBA, UDSM Strategic Leadership Training (DBS, University of Virginia), B.com (Finance)

Godfrey Rutasingwa

Director of Human Resources

MPA - Public Administration (Mzumbe)

B.Ed., UDSM

Pendason Philemon

Director of Procurement

MBA- ESAMI, CSP (T), CIPP- Zhuhai-CHINA, Certified Company Director-IoD, United Kingdom and Tanzania.

Deusdedit Massuka

Director of ICT

MSc. Computer Numerical Control (CNC) Systems - St-Petersburg STU, Russia

Bonaventure Paul

Director Retail Banking

MSc. Accounting & Finance, Mzumbe University, CPA (T), Certified Professional Banker (CPB)

Jessica Nyachiro

Managing Director CRDB Congo Subsidiary

MA international business (IFM)

B.Ed., University of Nairobi (KE)

Godfrey Sigalla

Director of Internal Audit

CPA (T) PGD (Tax management), B. Com (Accounting), UDSM

MBA (Finance), UDSM

Frederick Siwale

Managing Director CRDB Burundi Subsidiary

MBA (UDSM) PGD in Business Administration – CBE

Mussa Kitambi

Director of Corporate Banking

MSc., Business Management (Birmingham City University),

BA, Economics (UDSM), ADA

Adv. Certificate in Credit Skills, London Institute of Banking & Finance (LIBF)

Willson Mnzava

Managing Director CRDB

Insurance Company Limited

MSc. in Insurance & Actuarial Science – IFM

Post Graduate Diploma in Cooperative – SUA, ADA

Admin Mwansasu

Director of Business Operations

B. Com (Finance) – UDSM Higher Dip. Banking (Milpark Business School, SA), CPB

James Mabula

Director, Risk & Compliance

MSc. Finance (University of Strathclyde, UK) PG Dip. Financial Management (IFM)

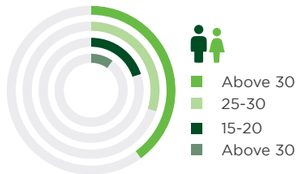
Certified Company Director – Izod UK

Advanced Diploma in Certified Accounting (IDM Mzumbe)

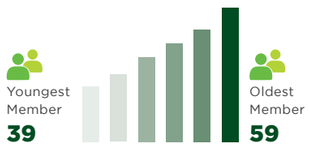
Expertise

Gender Diversity (%)

Experience (Years)



Age Diversity (Years)



INVESTOR FACTSHEET

CRDB Bank Plc. Share Information as of 31 December, 2024

Number of Issued shares	2,611,838,584
Total number of authorised shares	4,000,000,000
Number of shareholders as of 31st December 2024	36,399
Primary listing exchange	Dar es Salaam Stock Exchange (DSE)
Ticker	CRDB
Listing year	June 2009
Cross-listed exchange	NIL
Free float	65.3%
Closing share price on 31st December 2024	TZS. 670.00
Price appreciation in December 2024	46%
Market capitalisation as of 31 December 2024	TZS. 1,749.9 Billion
Price/book	0.8X
Earnings per share as of December 2024	TZS.211
Dividend per share	**TZS. 65**
Dividend policy	Up to 35% distributable profits
Total shareholder's equity	TZS. 2,175 Billion

2025 Investor Calendar	Event
Date	
28th January 2025	**FY 2024 financial results announcement**
10th April 2025	**Publication of 2024 audited financial statement**
30th April 2025	**1Q 2025 financial results announcement**
17th May 2025	**Annual general meeting (AGM)**
30th July 2025	**IH 2025 financial results announcement**
30th October 2024	**Q3 2025 financial results announcement**

Shareholders Per Category

48%
GVT. Institutions & Cooperatives

33%
Local Investors

19%
Foreign Investors

No. of Shares

10% and more	894,828,676	**34.3%**
Less than 10%	605,829,559	**23.2%**
Less than 1%	1,111,180,349	**42.5%**

Major Shareholders (Above 5%) as of 31st December 2024

Entity	Number of Shares	%Shareholding
Danida Investment Fund	548,067,648	**21.0%**
PSSSF Pension Fund	346,761,028	**13.3%**
National Social Security Fund - UGANDA	196,456,402	**7.9%**

Driving Success Sustainably:

Strengthening Purpose, Strategy and Stakeholder Impact

Rooted in our purpose and strengthened by our values, we are driving success with a sharp focus on sustainability. This section outlines our strategic direction amid a dynamic operating environment, shaped by the insights of our stakeholders and the issues that matter most. It reflects the Board's guidance, our materiality-led approach, and our unwavering commitment to delivering value responsibly—today and into the future.

Message from the Chairman

These results affirm our commitment to maximising shareholder returns while maintaining financial resilience.

Dear Shareholders,

It is my privilege to present to you the Group Annual Report for the financial year ended 31 December 2024. For CRDB Group, the 2024 financial year was one of exceptional progress, anchored in resilience, strategic clarity, and a strong commitment to delivering long-term value to you, our esteemed shareholders.

Navigating a Complex Operating Environment

The economic environment in 2024 presented both challenges and opportunities. Inflation remained largely stable in Tanzania, with a year-end rate of 3.1%, while the foreign exchange market saw improvements due to favourable global conditions and enhanced policy coordination.

Despite liquidity pressures and currency volatility in some of our regional markets, CRDB Bank maintained strong fundamentals, thanks to prudent risk management and a diversified funding base.

Importantly, we advanced our efforts in sustainability and green finance, securing strategic partnerships to finance environmentally responsible initiatives and obtaining the IFC EDGE certification for green building standards, a first for our region.

Delivering Value to Shareholders

Our strategic focus on creating long-term value yielded strong returns in 2024. The Group posted a record Profit After Tax (PAT) of TZS 551.5 billion, representing a 30.4% increase from the previous year. This outstanding performance was driven by sustained growth in our core business lines, disciplined cost management, and improved asset quality.

Return on Equity (ROE) rose to 27.7%, reflecting enhanced capital efficiency and prudent financial stewardship. These results affirm our commitment to maximising shareholder returns while maintaining financial resilience.

The Bank's share price increased from TZS 460 to TZS 670 during the year—an impressive 45.7% growth; driving our market capitalisation to TZS 1.75 trillion, up from TZS 1.2 trillion in 2023. This performance underscores growing investor confidence and the strong fundamentals of our business.

Dividend Recommendation

In view of these achievements, and subject to approval at the forthcoming Annual General Meeting, the Board is pleased to recommend a dividend of TZS 65 per share, representing a 30% increase from the prior year. This reflects both the strength of our capital position and our commitment to returning value to you, our shareholders.

The Role of the Board in Strategy and Oversight

Our mandate as a Board remains focused on what matters most: protecting and growing shareholder value.

During the year, we provided active oversight as management continued to execute the Group's five-year strategic plan, "EVOLVE" (2023–2027). While the strategy's execution is rightly in management's domain, the Board's role has been to provide clear direction, evaluate performance, and ensure alignment with our long-term vision.

We remained vigilant in overseeing risk, supporting digital transformation, and strengthening our governance frameworks. Our committees - spanning audit, risk, credit, and nomination - worked diligently to ensure that our oversight remained fit for purpose in a rapidly evolving operating environment.

We also reviewed and updated the Bank's Memorandum and Articles of Association (MEMART) to ensure compliance with evolving legal and regulatory frameworks and to support our governance posture for future growth.

Governance Transitions and Board Strengthening

During the year under review, we made some changes at both the Board and executive levels that reflect our commitment to continuity and succession.

At the Board level, we bid farewell to Mr. Hosea Kashimba, whose guidance and insight over the years were instrumental in advancing our governance agenda. On behalf of the Board and our shareholders, I express deep gratitude for his valuable service. We also extend a warm welcome to Mr. Abdulrazak Badru, who brings a wealth of experience and will no doubt strengthen our collective oversight.

In management, Mr. Leslie Mwaikambo retired after years of dedicated service, during which he significantly shaped our operational architecture. He was succeeded by Mr. Admin Mwansasu, whose expertise and leadership are already advancing our Group's capabilities. Similarly, we recognise Mr. Prosper Nambaya for his impactful tenure as Director of Corporate Banking. His successor, Mr. Mussa Kitambi, steps into the role with a clear mandate to drive further growth and deepen our client engagement in this critical segment.

Stakeholder Engagement as a Catalyst for Growth

We recognise that our success in 2024 was not achieved in isolation. Strong engagement with key stakeholders, ranging from regulators, policymakers, employees and development partners to our customers and the communities we serve, was central to the Bank's progress.

We maintained constructive dialogues with the Bank of Tanzania and other regulatory bodies, ensuring compliance and contributing to national financial sector reforms. Our engagements extended to government ministries, regional economic platforms, and international partners, all of whom played a pivotal role in supporting our growth ambitions and reinforcing our leadership across East and Central Africa.

We also strengthened shareholder engagement, holding regular investor briefings, AGM dialogues, and transparency sessions that helped reinforce investor confidence in our governance and long-term strategy.

Regional Presence and Group Contributions

Our subsidiaries in Burundi and the Democratic While this report focuses on the consolidated Group's performance, I would like to acknowledge the valuable contributions of our subsidiaries in Burundi, the Democratic Republic of Congo (DRC), and CRDB Insurance. Their strategic relevance continues to support our broader goals of diversification, regional integration, and financial inclusion.

We remain committed to investing in their growth and ensuring that each subsidiary aligns with the Group's vision of building a sustainable and pan-African financial institution.

Future Outlook

As we look ahead to 2025, the Board remains firmly committed to securing the Group's long-term growth and resilience. Our focus will centre on safeguarding the interests of our shareholders through strong oversight, disciplined financial management, and well-defined succession planning. We will continue to support the management team as they lead the charge in driving digital innovation and enhancing operational efficiency across all areas of the business. At the same time, we are deepening our commitment to responsible banking, ensuring that environmental, social, and governance (ESG) considerations are integrated into every level of decision-making. Regional expansion will also remain a strategic priority, as we seek to capitalise on growth opportunities across East and Central Africa and strengthen our role in driving regional integration.

While we remain mindful of ongoing global uncertainties, our solid capital position, talented workforce, diversified portfolio, and robust governance framework provide a strong foundation for continued success. We approach the year ahead with confidence and optimism.

Appreciation

In closing, I would like to thank our shareholders for your continued confidence and partnership. Your trust fuels our determination to excel.

To our regulators and government stakeholders, thank you for your collaboration in enabling a robust and competitive financial sector.

To our Group CEO and Managing Director, Mr. Abdulmajid Nsekela, and the entire management team and staff — thank you for your dedication, professionalism, and resilience.

CRDB Bank is well-positioned to lead the future of financial services in our region, and together, we will continue to build a bank that not only delivers value, but also transforms lives and economies.

Dr. Ally H. Laay

Chairman

Taarifa ya Mwenyekiti wa Bodi

Matokeo haya yanathibitisha ahadi tuliyoitoa ya kukuza thamani ya wanahisa huku tukiendelea kuimarisha ustahimilivu wa kibiashara.

Ndugu Wanahisa,

Ninayo furaha kuwasilisha taarifa ya Mwaka ya Kampuni kwa mwaka wa fedha ulioishia tarehe Desemba 31, 2024. Mwaka huu umekuwa mzuri sana kwa Benki yetu ya CRDB, kwa matokeo yake thabiti kifedha na kiutendaji yanayoakisi mikakati bora na utekelezaji wenye ufanisi na kuongeza thamani ya muda mrefu ya wanahisa.

Mazingira ya Uendeshaji

Pamoja na fursa za kibiashara zilizojitokeza, kulikuwepo pia na changamoto mbalimbali katika mazingira ya kiuchumi kwa mwaka 2024. Tanzania iliweza kudhibiti mfumuko wa bei na kuendelea kuwa imara hadi mwisho wa mwaka, ambapo kiwango cha mfumuko wa bei kilifikia asilimia 3.1. Kwa upande mwingine, soko la fedha za kigeni liliimarika kutokana na kuimarika kwa uchumi wa dunia pamoja na ushirikiano madhubuti katika usimamizi wa sera za kifedha na kiuchumi.

Licha ya kuwepo msukumo na mahitaji makubwa ya upatikanaji wa fedha, pamoja na udhaifu wa sarafu katika baadhi ya masoko yetu ya kikanda, Benki ya CRDB ilijiimarisha katika usimamizi na udhibiti wa athari zote za kifedha pamoja na kufanya uwekezaji kwenye maeneo mbalimbali.

Zaidi ya hayo, benki yetu ikishiriana na wadau wake wa kimkakati iliendelea kuchangia juhudi za kutunza mazingira kwa kufadhili miradi inayolenga kuimarisha mazingira endelevu (Green finance). Kutokana na ushiriki wetu kwenye miradi mbalimbali ya kuboresha mazingira benki yetu imepata cheti usimamizi wa mazingira kwa viwango vya kimataifa (IFC EDGE certification for green building standards). Benki yetu imekua ya kwanza kupata ithibati hiyo katika ukanda huu.

Kuongeza Thamani kwa Wanahisa

Benki ya CRDB imeendelea kutekeleza mikakati ya kuongeza thamani kwa wanahisa, ambapo utekelezaji thabiti wa mikakati hiyo umezaa matokeo chanya katika mwaka wa fedha 2024. Benki ilipata faida baada ya kodi (Profit After Tax) ya Shilingi bilioni 551.5, ongezeko la asilimia 30.4 ikilinganishwa na mwaka uliopita.

Mafanikio haya yametokana na uboreshaji wa huduma, ukuaji wa shughuli za kibiashara katika maeneo mbalimbali, usimamizi madhubuti wa gharama za uendeshaji, pamoja na matumizi bora ya rasilimali.

Uwiano wa Faida kwa Mtaji (Return on Equity - ROE) uliongezeka hadi asilimia 27.7, jambo linalodhihirisha ufanisi wa matumizi ya mtaji na usimamizi bora wa fedha. Matokeo haya yanathibitisha dhamira ya benki katika kuongeza mapato kwa wanahisa huku ikiendelea kuimarisha nidhamu ya kifedha.

Bei ya hisa za Benki iliongezeka kutoka shilingi 460 hadi shilingi 670 wakati wa mwaka - ukuaji wa kuvutia wa 46%; kupelekea mtaji wa soko letu kufikia shilingi trilioni 1.75, kutoka shilingi trilioni 1.2 mwaka 2023. Utendaji huu unaonyesha jinsi wawekezaji wanavyoendelea kufaidika na kua na Imani na uwekezaji wao na misingi thabiti ya biashara yetu.

Pendekezo la Gawio

Kufuatia mafanikio haya, na endapo Mkutano Mkuu wa Mwaka utaridhia, Bodi inayo furaha kupendekeza gawio la shilingi 65 kwa kila hisa, ambalo ni ongezeko la 30% kutoka mwaka uliopita. Hii inaonyesha uwezo wa mtaji wetu na ahadi yetu ya kukuza thamani kwa wanahisa wetu.

Jukumu la Bodi katika Mkakati na Usimamizi

Jukumu kubwa na kipaumbele cha Bodi ni kulinda na kukuza thamani ya wanahisa.

Katika kipindi cha mwaka 2024, Bodi iliendelea kusimamia na kutoa maelekezo kwa uongozi wa benki juu ya utekelezaji wa mpango mkakati wa miaka mitano, “EVOLVE” (2023–2027). Pamoja na ukweli kwamba suala la utekelezaji wa mkakati ni jukumu la uongozi wa benki, Bodi imeendelea kutoa miongozo, kutathmini utendaji, na kuhakikisha kuwa utekelezaji wa mikakati unaendana na matarajio yetu ya muda mrefu.

Tuliendelea kuwa macho katika kusimamia hatari za kibiashara na uendeshaji, kuwezwsha mabadiliko ya kidijitali, na kuimarisha mifumo yetu ya utawala. Kamati zetu - za ukaguzi, hali za hatari, mikopo, na uteuzi - zilifanya kazi kwa bidii ili kuhakikisha kuwa uangalizi wetu unabaki imara na hasa katika kipindi hiki ambacho mazingira ya soko na uendeshaji yanayobadilika haraka sana.

Pia, tulipitia na kuboresha Katiba ya Benki (Memorandum and Articles of Association - MEMART) ili kuhakikisha kwamba inaendana na mabadiliko ya kisheria na mifumo ya usimamizi kwa lengo la kuendeleza utawala bora kwa maendelea wa baadaye.

Mabadiliko kwenye Bodi na Uongozi wa Benki

Katika kipindi cha mwaka 2024, palikua na mabadiliko kwenye Bodi ya wakurugenzi na uongozi kwa lengo la kuendeleza usimamizi na utekelezaji wa mpangomkakati wa benki na hivyo kuiwezesha benki kupata mafanikio makubwa zaidi.

Kwa upande wa wakurugenzi wa Bodi, Bwana Hosea Kashimba alimaliza muda wake na Bwana Abdulrazak Badru alichaguliwa kushika nafasi yake. Kwa niaba ya Bodi na wanahisa wetu ninapenda kutoa shukrani kubwa kwa Bwana Hosea Kashimba mchango wake kwenye Bodi na maendeleo ya benki yetu kwa miaka mingi na namtakia mafanikio katika shughuli zake za baadae., Pia, tunamkaribisha sana Bwana Abdulrazak Badru, ambaye analeta uzoefu mwingi na bila shaka atatusaidia sana tutakaposhirikiana naye katika usimamizi.

Katika uongozi wa benki, Bwana Leslie Mwaikambo alistaafu baada ya kuitumikia benki hii kwa uadilifu na bidii kwa miaka mingi. Nafasi yake imechukuliwa na Bwana Admin Mwansasu, ambaye tunaamini taaluma na uongozi wake utachangia kwenye maendeleo endelevu ya benki yetu. Pia Bwana Mussa Kitambi amekua Mkurugenzi wa Benki Idara ya Wateja Wakubwa akichukua nafasi ya Bwana Prosper Nambaya ambaye aliitumikia benki yetu kwa weledi na ufanisi mkubwa katika kukuza biashara kwenye idara ya wateja wakubwa.

Mahusiano na Ushirikiano na Wadau Mbalimbali

Tunatambua kuwa mafanikio yetu katika 2024 pia yalichangiwa na ushiriano wetu na wadau mbalimbali wa kibiashara. Tumekua na ushirikiano mkubwa na wadau muhimu, wakiwemo wasimamizi wa kisheria, watunga sera, na washirika wa maendeleo, wateja wetu na jamii inayotuzunguka.

Benki yetu imekua na mawasiliano ya mara kwa mara na Benki Kuu ya Tanzania pamoja na mamlaka nyingine za udhibiti wa shughuli za kibenki. Kwa kiasi kikubwa mazungumzo haya yamechangia kuboresha na kuleta mageuzi ya sekta ya fedha hapa nchini. Pia tuliweza kudumisha ushirikiano wetu na wizara za serikali, majukwaa ya kiuchumi ya kikanda, na washirika wetu wa kimataifa, ambao walitoa mchango mkubwa katika kusaidia kutimiza azma yetu ya ukuaji na kuimarisha uongozi wetu katika nchi za Afrika Mashariki na Kati.

Pia tuliimarisha ushiriki wa wanahisa kwa kufanya mikutano ya mara kwa mara na wawekezaji, majadiliano katika AGM, na vikao vya uwazi ambavyo vilisaidia kuimarisha imani ya wawekezaji waliyonayo kwa Bodi na uongozi wa benki na mkakati wetu wa muda mrefu.

CRDB Benki Yajitanua Kikanda na Mchango wa Kampuni Tanzu

Katika kutanua wigo wa uwekezaji benki ya CRDB iliwekeza katika kampuni nchini Burundi, Jamhuri ya Kidemokrasia ya Kongo (DRC) na kampuni ya Bima ya CRDB. Wakati tukiendelea kufurahia mafanikio ya benki yetu kwa ujumla, napenda kutambua michango muhimu kutoka kampuni zetu tanzu. Umuhimu wao wa kimkakati unaendelea kusaidia malengo yetu mapana ya kuongeza uwekezaji makini wa kikanda, na kufikisha huduma zetu za kifedha kwa watu wengi zaidi.

Mtazamo ya Kipindi Kijacho

Tunapoingia mwaka 2025, Bodi itaendelea kujizatiti katika kusimamia mfumo wa biashara ili kuhakikisha ukuaji na uthabiti wa muda mrefu wa benki. Lengo letu litazingatia kulinda maslahi ya wanahisa wetu kupitia utawala thabiti, usimamizi wa kifedha wenye nidhamu, na huku tukijikita katika fursa mpya za kibiashara. Tutaendelea kuisaidia uongozi wa benki katika kufanikisha uvumbuzi wa kidijitali na kukuza ufanisi wa kiutendaji katika maeneo yote ya biashara. Wakati huo huo, tutaendelea na dhamira ya benki ya kuhakikisha kuwa masuala ya mazingira, jamii, na uongozi bora (ESG) yanajumuishwa na kuzingatiwa katika ngazi zote za kufanya maamuzi. Pia, mkakati wa upanuzi wa benki kikanda utaendelea kuwa kipaumbele huku tukitafuta fursa za uwekezaji katika nchi za Afrika mashariki na kati na hii itatuwezeza kutimiza jukumu letu kuleta mtangamano wa kikanda.

Kwa kutambua kuwa mazingira ya biashara yanayobalidika kila mara duniani, benki yetu imejipanga kukabiliana nayo kwa kutumia Ingawa tunaendelea kutambua hali ya mtaji wetu imara, wafanyakazi wetu wenye bidii na ueledi, uwekezaji wa kitaalamu, na mfumo thabiti wa uongozi unaotuwezesha kufikia malengo tuliyojiwekea,. Tuna matumainin makubwa kwamba mwaka ujao utakua wa mafanikio makubwa zaidi.

Shukrani

Kwa kumalizia, ningependa kuwashukuru wanahisa wetu kwa kuendelea kua na imani na kutoa ushirikiano kwa Bodi na menejiment ya Benki. Imani yenu na heshima kubwa mliyotuma imetuongezea mori wa kuyi, miza majukumu yetu kwa weledi na juhudi kubwa ili kendelea kukuza uwekezaji wenu.

Pia tunatoa shukurani kwa serikali na ma, laka za udhibiti kwa kuendelea kutuunga mkono na kuweka mazingiza wezeshi ya ushindani wa kibiashara.

Kipekee napenda kutoa shukurani kwa Mkurugenzi Mtendaji wa Kampuni yetu, Bwana. Abdulmajid Nsekela, uongozi na wafanyakazi wote kwa weledi wao, kujitoa, kujituma kwao.

Benki ya CRDB imejiandaa na mikakati ya kuongoza na kuwa mfano wa huduma bora za kifedha katika ukanda huu., na kwa pamoja, tutaendelea kujenga benki ambayo si tu inatoa huduma bora, lakini pia inayogusa maisha ya watu na kuchangia kwenye uchumi.

Dkt. Ally H. Laay

OPERATING ENVIRONMENT

Operating Environment

Macro and Micro Economic Overview

Global Economic Growth

The global economy sustained its recovery towards the end of December 2024, driven by private consumption and easing monetary policies in major economies. Global trade remained strong, particularly in emerging markets and developing economies, amid rising demand. The global GDP growth is estimated at 3.2% in 2024 and is projected at 3.3% in 2025, with emerging and developing economies contributing most of the growth. Global headline inflation is expected to decline to 4.2% in 2025 and to 3.5% in 2026, converging back to the target earlier in advanced economies than in emerging markets and developing economies.

Among advanced economies, growth forecast revisions vary. In the United States, underlying demand remains robust, reflecting strong wealth effects, a less restrictive monetary policy stance, and supportive financial conditions. Growth is projected to be at 2.7% in 2025.

In the euro area, growth is expected to pick up but at a more gradual pace than anticipated, with geopolitical tensions continuing to weigh on sentiment. Weaker-than-expected momentum at the end of 2024, especially in manufacturing, and heightened political and policy uncertainty explain a downward revision of 0.2% point to 1.0% in 2025. In 2026, growth is set to rise to 1.4%.

Tanzania

The economy maintained robust performance in 2024, growing at an average of 5.6% and is projected to grow at 6% in 2025, mainly supported by agriculture, construction, improvement of transport and logistics, and stable power supply. Inflation remained stable throughout 2024, well below the target of 5%. We closed the year with inflation rate of 3.1% compared to 3.0% in December 2023. Inflationary pressures are projected to remain at around 3.1% to 3.5% due to adequate food supply, a stable exchange rate, and moderate oil prices in the world market.

Zanzibar's economy demonstrated steady growth in 2024, driven by a strong recovery in tourism, increased trade activities, and enhancements in infrastructure investments. The real GDP growth rate was estimated at 6.2%, a rise from 5.8% in 2023, fueled by expansions in tourism, construction, and agriculture. The economy is projected to grow robustly at 6.8% in 2025, supported by the implementation of blue economy initiatives and ongoing construction projects.

Headline inflation remained low and stable throughout 2024. By December 2024, the headline inflation rate was recorded at 4.9%, down from 5.5% in 2023. Inflation is expected to remain below the 5% target in 2025.

Money Supply and Credit Developments in Tanzania

During the year, the extended broad money supply (M3) grew by 11.1%, compared with 14.1% in December 2023, largely driven by credit to the private sector. Credit to the private sector grew by 12.4%, in line with the thrust of monetary policy, reflecting a strong and sustained demand for new loans, driven by improving global and domestic economic conditions and decreased lending risks, evidenced by a reduction in non-performing loans. In 2024, the ratios of credit to GDP and M3 to GDP (key indicators of financial deepening) were 19.4% and 26.2%, respectively, higher than 16.8% and 23.1% recorded in 2023.

Personal loans, particularly those extended to small and medium enterprises (SMEs), have consistently represented the largest portion of outstanding credit in the financial sector. These loans play a pivotal role in stimulating private sector credit growth. Following personal loans, trade financing also contributes significantly to this growth, facilitating the movement of goods and services and enabling businesses to capitalise on market opportunities. The combined impact of these lending practices underscores the importance of SMEs in driving economic development and maintaining robust financial health within the private sector.

Interest Rates

During the year, the overall lending rate slightly decreased to 15.2%, down from 15.3% in 2023. Similarly, the negotiated lending rates have dropped to 12.8%, compared to 13.0% in the previous year. On the other hand, the overall deposit rates have increased to 8.33%, rising from 7.5% in 2023. Likewise, the negotiated deposit rate has risen to 10.4%, up from 9% reported in 2023. As a result, the spread between short-term lending and deposit interest rates has narrowed to 6.12%, down from 7.0% during the same period in 2023.

Developments in the Foreign Exchange Market

Foreign exchange liquidity improved significantly during the year ending December 2024, on account of external and domestic factors. The main external factor was the improvement in global economic conditions, particularly interest rate cuts by central banks in advanced economies, a decrease in oil prices in the world market, and a decline in inflation, contributing to the improvement in foreign currency inflows. Interest rate cuts eased financial conditions in the international capital markets and reduced capital flows to the advanced economies. The decrease in oil prices and global inflation reduced demand for foreign exchange in the country.

Our Response

We strategically expanded our financing solutions for infrastructure and industrial projects, ensuring that businesses in construction, agriculture, and manufacturing had access to affordable credit. Our SME lending initiatives continued to empower businesses, while our digital banking services provided seamless financial solutions across sectors.

Burundi

The outlook for the Burundi economy for 2024 and 2025 is positive, with real GDP growth estimated at 4.6% in 2024 and projected to grow at 5.9% in 2025, This growth is expected to be driven primarily by significant investments in the mining sector and increased public spending. The mining sector is anticipated to play a crucial role in boosting economic activity, while public investment in infrastructure and social services will further support growth. Additionally, the government's efforts to improve the business environment and attract foreign investment are likely to contribute positively to the economic landscape.

Inflation in Burundi is expected to decrease significantly, from 22% in 2024 to 12.6% in 2025, largely due to improvements in local food supplies and better fiscal management. The reduction in inflation will help stabilise the economy and improve the purchasing power of Burundians. Furthermore, the budget deficit is projected to improve, falling to 4.4% of GDP in 2024 and 3.8% in 2025, as the government continues its fiscal consolidation efforts. However, potential risks such as political instability, regional security issues, and external economic shocks could pose challenges to these positive projections. Therefore, continued economic and financial reforms, along with support from international development partners, will be essential for sustaining this positive trajectory.

Democratic Republic of Congo (DRC)

GDP growth is estimated at 4.9% in 2024 and expected to stabilise at 4.8 % in 2025. This growth is expected to be driven by the continued expansion of major mines and a gradual acceleration of the non-extractive sector. The mining sector, particularly copper and cobalt, remains a key driver of economic activity, benefiting from high global demand and prices. Additionally, investments in infrastructure and energy projects, such as the Inga hydropower project, are anticipated to support growth in the non-extractive sectors.

The government's efforts to improve the business environment and attract foreign investment are also likely to contribute positively to the economic landscape. Inflation in the DRC is expected to decrease from 11.6% in 2024 to 9.2% in 2025. This reduction in inflation will help stabilise the economy and improve the purchasing power of Congolese citizens. However, the Congolese Franc (CDF) is forecasted to depreciate by 5% against the US Dollar, with the exchange rate shifting from USD/CDF 2,845 in 2024 to USD/CDF 2,977 in 2025.

Industry Landscape

Banking Sector Trends

The banking sector in Tanzania, Burundi, and the Democratic Republic of Congo (DRC) has continued to evolve as authorities implement new policies aimed at strengthening financial stability, enhancing consumer protection, and promoting responsible banking practices. This evolution is influenced by technological advancements, financial inclusion initiatives, increased competition, and regulatory reforms. The rapid adoption of digital banking and fintech solutions has transformed the delivery of financial services, resulting in a greater emphasis on mobile transactions, online lending platforms, and AI-driven customer engagement.

The demand for innovative financial products remained strong, particularly in agriculture, SMEs, and trade finance sectors, where businesses sought more flexible and tailored banking solutions. Governments and regulatory bodies focused on enhancing financial stability, improving consumer protection, and strengthening governance frameworks, leading to new compliance obligations and bank capital adequacy requirements.

The competitive landscape has become more intense, with traditional banks, mobile network operators, and fintech startups all competing for market share. The emergence of non-bank financial service providers has both created opportunities and posed challenges, pushing established banks to accelerate their digital transformation and broaden their service offerings to stay competitive.

Regulatory Environment in Tanzania

The banking environment remains stable and resilient, with sufficient capital to support economic activities. The Bank of Tanzania (BOT) plays a crucial role in maintaining the integrity and stability of the country's financial system. To fulfil this important mandate, the Bank developed guidelines on fees and charges for banks and financial institutions during the year. The guidelines are designed to provide directions on how banks and financial institutions should impose fees and charges for the financial products and services they offer to customers.

In developing these guidelines, the Central Bank adopted a consultative approach, involving various stakeholders to ensure that the guideline strikes a balance between the sustainability of financial institutions and the protection of consumer interests.

These detailed guidelines provide clear directions on the fair imposition of fees and charges related to the range of products and services offered by banks and financial institutions. They aim to create an equitable pricing structure that benefits consumers and financial providers, thus fostering a healthy competitive environment. By encouraging innovation in delivering financial products and services, these guidelines ultimately support the broader goal of financial inclusion, ensuring that a wider segment of the population has access to essential financial services.

Regulatory Environment in Congo and Burundi

In Burundi, the government launched comprehensive financial sector reforms, including new anti-money laundering (AML) measures, revised banking compliance regulations, and stricter risk management protocols. These reforms aimed to modernise the financial industry, attract investment, and improve access to credit.

In the DRC, the Central Bank of Congo (BCC) introduced stricter foreign exchange controls and capital requirements, aiming to limit dependence on the US dollar and stabilise the Congolese franc. Additionally, new licensing and compliance obligations for banks were enforced to improve governance and financial system integrity.

The Group Response to the Regulatory Environment

- The Group takes compliance with laws and regulations very seriously. We are committed to meeting the requirements to promote positive effects on the industry, our customers, and other stakeholders. To ensure compliance, we have a dedicated Risk and Compliance department with the primary responsibility of ensuring that our business operations adhere to laws, regulations, rules, and codes of conduct concerning proper standards of market conduct, managing conflicts of interest, and specifically dealing with matters such as the prevention of money laundering and terrorist financing.

  The Risk and Compliance department achieves this by regularly conducting physical and virtual meetings to inform all staff of new regulatory changes. These meetings help staff stay current on the latest compliance requirements so that we better serve customers and maintain the Group's reputation as a responsible and ethical business. The Group's commitment to compliance and risk management ensures that we continue to operate in a safe and responsible manner, providing our customers with the best possible service while adhering to all applicable laws and regulations.

- The Group maintains a good and ethical relationship with Government and Regulatory bodies to support the implementation of laws and regulations through engagement to ensure sustainable economic development.

- We deepened our digital transformation efforts, introducing enhanced mobile and internet banking solutions to meet the rising demand for seamless, technology-driven financial services. Recognising the shift towards digital payments, we strengthened partnerships with fintech firms and mobile network operators, expanding financial access to underserved communities.

- Additionally, we focused on expanding SME financing, ensuring businesses in key growth sectors received the support needed to scale operations and contribute to economic development. Our commitment to financial inclusion remained strong, with initiatives aimed at extending banking services to rural and unbanked populations through agent banking and mobile-based financial solutions.

By staying ahead of regulatory shifts, we positioned ourselves as a trusted, stable, and forward-thinking financial institution capable of navigating an increasingly complex banking landscape.

Risks and Opportunities

The macroeconomic and financial environment in 2024 presented both challenges and opportunities for banks operating in Tanzania, Burundi, and the DRC. Key risks included inflationary pressures, currency fluctuations, evolving regulatory frameworks, geopolitical uncertainties, and credit market volatility. Meanwhile, digital transformation, sustainable finance, SME growth, and cross-border trade expansion emerged as significant opportunities for the banking industry.

Inflationary risks persisted, particularly in Burundi and the DRC, where rising costs of essential goods and currency depreciation created economic strain on businesses and consumers. Regulatory changes introduced new compliance burdens, requiring banks to enhance risk management strategies and capital allocation models. Additionally, geopolitical factors, including regional trade policies and economic partnerships, influenced business confidence and investment flows.

However, technological advancements, fintech partnerships, and ESG-focused investment opportunities unlocked new growth areas for banks. The demand for sustainable finance solutions continued to rise, with green bonds, climate financing, and responsible lending initiatives gaining momentum. Furthermore, the growth of digital banking, mobile transactions, and AI-driven financial services created new avenues for customer engagement and operational efficiency.

CRDB's Response

We adopted a multi-layered risk management approach, integrating currency hedging strategies, enhanced credit risk assessments, and robust compliance monitoring to mitigate macroeconomic and regulatory risks. Our teams closely monitored inflation trends and exchange rate movements, ensuring agile financial planning and treasury management.

Recognising the potential in green finance and sustainable investments, we expanded our ESG-focused lending portfolio, launching new financial products that support renewable energy, conservation, and climate-resilient projects.

In response to the growing fintech and digital banking revolution, we accelerated investment in AI-powered financial services, offering enhanced digital experiences for customers while maintaining secure, efficient, and accessible banking operations.

By combining strong risk mitigation strategies with targeted growth initiatives, we reinforced our position as a leading financial institution, capable of sustaining long-term profitability and resilience in a dynamic market.

STAKEHOLDER ENGAGEMENT

Fostering Meaningful Stakeholders Relationships

	Shareholders/ Investors	Employees	Customers	Suppliers	Regulatory Authorities	Community/ Society
Areas of Engagement	• Annual General Meeting (AGM) • Annual Report • Shareholders' seminar • Investors' meeting • Quarterly reports	• Annual performance appraisal • Employee engagement initiatives • Employee annual feedback survey	• Customer visits • Call centre to ensure constant engagement • CRDB website • Social media platforms • Customer Satisfaction Survey	• Regular meetings • Phone calls • Surveys	• Regular meetings • Policy updates and directives • Mandatory filings with key regulators	• Regular meetings
Frequency	Continuous	Continuous/Annual performance review	Continuous	Continuous	Continuous	Continuous
Key Expectations	• Return on investment • Compliance Governance & ethical practices	• Fair remuneration • Effective performance management and recognition • Career development • A safe & healthy work environment	• Innovative financial solutions and services • Convenient access to banking services through digital channels • Excellence in client service • Strong cyber risk management	• Fair bidding and timely payments • Governance & ethical practices • Feedback on delivery of goods & services • Timely settlement of invoices	Compliance	• Financial literacy • Financial inclusion • Digital transformation
CRDB Group's Response	• Continuous engagement • Robust risk management and internal control processes • Continuous improvements in business performance	• Employee engagement • Health and wellness programmes • Continuous training • Embracing equity, diversity, and inclusiveness	• Awareness of data security & privacy • Improvement of products & services to cater to financial goals • Work on feedback obtained from the survey	• Ensure timely payments for services • Whistleblower Policy to ensure good practices • Continuous engagement through meetings • Monthly reconciliations of suppliers' accounts	• Compliance – including formulation of relevant policy framework and enforcement thereof	• Providing support to our communities and access to financing to address societal needs • Partnering with the community to address common social & environmental issues to build a thriving society
Outcome	• Dividend per share declared: TZS 65 (2024) vs. TZS 50 (2023) • Share price rose to TZS 670 (from TZS 460) • Market capitalisation increased to TZS 1.75 trillion (from TZS 1.2 trillion) • Maintained strong governance and transparent disclosures	• Satisfaction Index: 94% (up from 87%) • Training spends: TZS 7.98 billion (from TZS 6.6 billion) • Training staff: 4,081 (from 3,338) • Counselling support: 393 employees supported in 2024 • Workforce: 4,251 (45% women, 38% under age 35)	• Customer base: 6.4 million (up from 4.0 million) • NPS: 56% (from 53%) • CSAT: 90% (from 81%) • Digital transactions increased by 53% • Agents network: 36,566 (from 34,627)	• 80%+ local supplier base retained • Timely payments and contract fulfilment maintained • Enhanced ESG compliance in procurement policies	• Liquidity ratio of 28.2% above the regulatory threshold of 20%. • NPL ratio of 2.9% below the requirement of 5%. • CIR of 45.7 below the regulatory ratio of 55%. • CAR ratio of 17.2% above the ratio of 14.5% • Compliance of Tax payments with a Total Tax paid to Government TZS 461.8bn (2023:403.3bn)	• TZS 2.3 billion invested in CSI (2024) • Reached 196,650 women and youth (up from 109,722) • Promoted tree planting, clean cooking, and digital inclusion • Expanded access to financial literacy and MSME support
Capitals Impacted	• Financial Capital • Social & Relationship Capital	• Human Capital • Financial Capital	• Human Capital • Financial Capital	• Social & Relationship Capital • Financial Capital	• Financial Capital • Natural Capital • Social & Relationship Capital • Manufactured Capital • Intellectual Capital • Human Capital	• Social & Relationship Capital • Natural Capital

MATERIALITY

Materiality: A Strategic Lens for Resilience and Growth

Our approach to materiality balances regulatory requirements, stakeholders expectations, and long-term sustainability goals. We prioritise disclosures—both mandatory and voluntary—that are most relevant to our business and stakeholders.

For voluntary ESG and climate reporting, we tailor materiality assessments to fit the evolving landscape. While aligned with International Sustainability Standards Board (ISSB) standards, we integrate external frameworks, stakeholder insights, and industry best practices. We adopt new standards where they enhance our ability to address sustainability challenges effectively.

Our climate disclosures follow ISSB and Task Force on Climate-related Financial Disclosures (TCFD) guidelines, ensuring transparency in assessing ESG matters. While mandatory reporting governs our core sustainability disclosures, voluntary reporting allows us to address emerging investor and client priorities.

We apply a double materiality perspective to climate, evaluating both financial and environmental impacts. Our long-term assessments enable us to capture risks and opportunities that are critical to resilience and sustained growth.

A Structured Approach to Materiality

In FY 2024, we conducted a comprehensive materiality assessment to identify key ESG topics where our actions could create a meaningful impact. Our sustainability commitments align with both global and local frameworks, including:

- **UNFCCC**
- **UN SDGs**
- **IFC**
- **Tanzania's environmental regulations**
- **Paris Agreement**

Using a double materiality lens, we assessed risks and opportunities from both a business and stakeholders perspective. This approach allowed us to evaluate our operational impact on society and the environment holistically.

Our material topics are structured around the 4Ps—Planet, People, Prosperity, and Partnership—ensuring a focused and strategic approach to sustainability.

The assessment followed a four-step process:

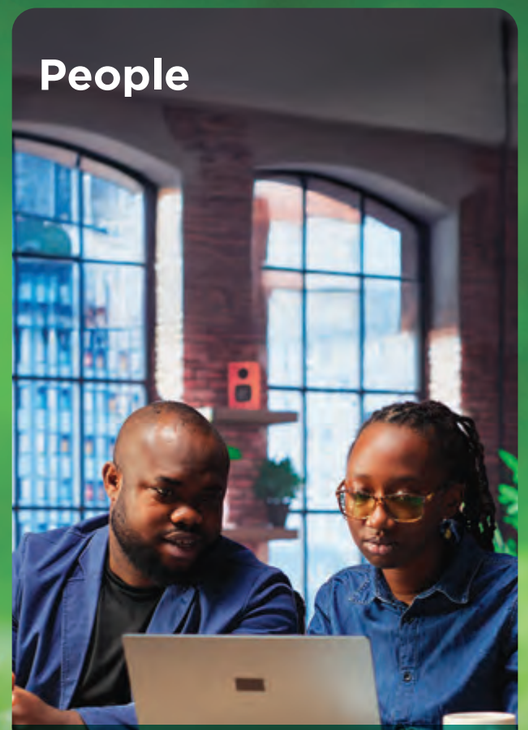
Our Material Priorities

Planet

Managing our environmental footprint	GRI 302 GRI 305
Water and waste management	GRI 303
Energy efficiency	GRI 302
Sustainable financing	GRI 203 GRI 201
ESG integration in credit analysis	GRI 419

Capitals Impacted

People



Employees engagement	GRI 402 GRI 403
Employees wellbeing	GRI 403
Workforce diversity	GRI 405
Training and education	GRI 404
Talent management and succession planning	GRI 404
Performance management	GRI 404
Employees benefits	GRI 401

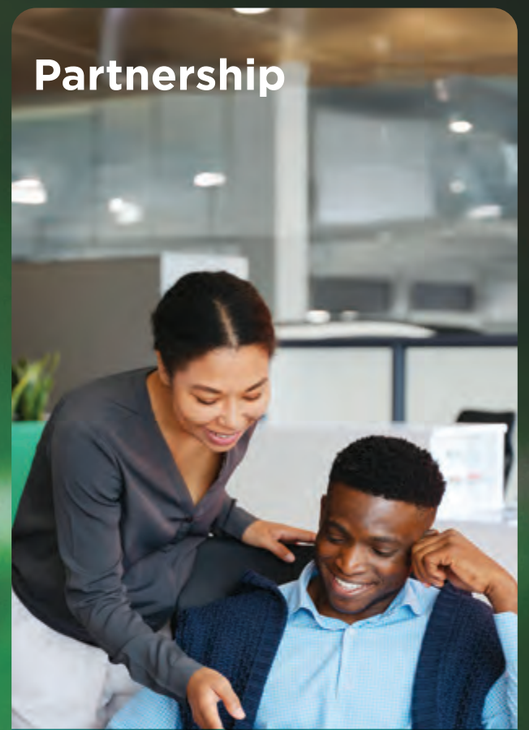
Capitals Impacted

Prosperity

Financial inclusion and capacity building	GRI 203 GRI 413
Digital transformation	GRI 418 GRI 203
Enhancing community welfare	GRI 413
Customer relationship management	GRI 416 GRI 418
Data security	GRI 418
Business ethics	GRI 205 GRI 206

Capitals Impacted

Partnership



Sustainable procurement	GRI 204, GRI 308, GRI 414
Strategic partnerships	GRI 102-13, GRI 203
Broader stakeholders engagement	GRI 102-40, GRI 413

Capitals Impacted

Financial Capital · Manufactured Capital · Intellectual Capital · Human Capital · Social & Relationship Capital · Natural Capital

STRATEGY

Strategic Focus for Long-Term Value

Our Strategy: E.V.O.L.V.E

We are on a strategic journey to rise above the competition and establish ourselves as the undisputed market leader.

Our Strategic Approach

- Leveraging digital capabilities
- Fostering an inclusive culture
- Prioritising well-being
- Ensuring customer-centricity
- Continuous self-assessment to address vulnerabilities

Strategic Pillars

Ring-fence the Business

Unlock untapped potential and introduce new offerings.

Grow the Business

Strengthen services and reinforce market presence.

Future-proof the Business

Enhance sustainability, governance, and adaptability.

Priority Segments

MSMEs

Providing comprehensive financial support and customised solutions through loans, education, networking, innovative tools, and market linkages.

Youth

Assisting the youth in developing financial literacy skills, providing access to customised services, and supporting entrepreneurship through digital banking solutions.

Agriculture

Empowering farmers to bolster food security, and drive sector growth.

Women

Promoting gender equality, leadership diversity, and financial empowerment.

Our Envisioned Impact

Building Economies

Expanded financial solutions drive economic development, with increased MSME and agribusiness financing. Greater accessibility that reaches remote areas, benefiting women and youth, while job creation across various sectors strengthens the broader economy.

Generating Value

Growth in community investment, benefiting businesses, women, and youth while increasing social return on investment. More community initiatives will be supported, amplifying the Bank's economic impact.

Optimising Talent

Employees satisfaction, wellness, and engagement improve alongside customer experience. Increased productivity with more employees participating in professional development, leadership, and women-focused programmes. Improved gender diversity in leadership will reinforce CRDB reputation as a top employer.

Leveraging Partnerships

Strategic partnerships will deliver higher business growth and enhance customer satisfaction. Increased joint initiatives and projects that highlight successful collaboration and mutual benefit.

Addressing Vulnerabilities

Efforts are focused on strengthening our credit rating and loan portfolio, while minimising security breaches and operational risks. Enhanced responsiveness to emerging market risks and improved compliance scores that reflect a proactive approach to stability and performance.

Environmental Stewardship

Financing for sustainable projects will increase, with additional funds raised for green initiatives. Resource efficiency efforts, including reduced water and energy consumption, will continue to align with our commitment to environmental sustainability and responsible business practices.

KEY INDICATOR	VALUE DRIVERS	YOY Change	KPI UNIT	2024	2023	2022	2021	2020	BENCHMARK	2024 TARGET	MEDIUM TERM	LONG TERM	ASSURANCE TYPE
PROFITABILITY													
Group Profit After Tax (PAT)	Growth/productivity	↑	TZS (Billion)	551.5	422.8	351.4	268.2	165.2	422.8	608	Increase	Increase	MBO
Subsidiary Contribution to Group PAT	Growth/productivity	↑	Percentage	6.2%	5.6%	6.6%	4.8%	6.8%	5.6%	>6.0%	Increase	Increase	MBO
Return on Equity (ROE)	Productivity/value creation	↑	Percentage	27.7%	26.7%	26.0%	22.0%	16.3%	26.7%	>28%	Increase	Increase	MBO
Return on Assets (ROA)	Productivity/value creation	↑	Percentage	5.2%	4.8%	4.9%	4.4%	3.3%	4.8%	>5.0%	Increase	Increase	MBO
Cost-to-income Ratio (CIR)	Capital Risk Management	↑	Percentage	45.7%	49.5%	49.4%	55.3%	61.6%	49.5%	<44.0%	45.0%<	Lower	MBO
Net Interest Margin	Growth/Productivity	↑	Percentage	9.3%	7.8%	8.2%	9.7%	10.7%	11.0%	>7.6%	Increase	Increase	MBO
Non-Funded Income Contribution to Total Income	Growth/Productivity	↓	Percentage	31.7%	35.0%	34.5%	32.6%	29.2%	35.0%	39.0%	Grow	Grow	MBO
BUSINESS GROWTH													
Total Assets	Business Growth	↑	TZS (Billion)	16,698.8	13,321.3	11,636.6	817.6	7,170.5	13,321.3	16,365	Grow	Grow	MBO
Loans and Advances	Growth/Productivity	↑	TZS (Billion)	10,360.8	8,443.5	6,876.6	5,040.4	3,929.1	8,443.5	9,915	Grow	Grow	MBO
Customers Deposits	Business Growth	↑	TZS (Billion)	10,214.7	8,856.0	8,200.4	6,489.6	5,434.6	8,856.0	11,502	Grow	Grow	MBO
Shareholders' Funds	Growth/Productivity	↑	TZS (Billion)	2,173.2	1,737.9	1,479.1	1,219.3	1,011.0	1,737.9	0	Increase	Increase	MBO
ASSET QUALITY													
NPL Ratio	Capital Risk Management	↑	Percentage	2.9%	2.8%	2.8%	3.3%	4.4%	<3.0%	<2.8%	Maintain	Maintain	MBO
Cost of Risk	Capital Risk Management	→	Percentage	0.3%	0.3%	1.0%	1.1%	2.5%	3.0%	<2.0%	Maintain	Maintain	MBO
Gross Loans to Customer Deposit	Capital Risk Management	↑	Percentage	103.0%	96.7%	85.8%	78.8%	75.0%	96.7%	<75%	Sustain	Sustain	MBO
CAPITAL & LIQUIDITY													
Core Capital (Tier 1)	Capital Risk Management	↑	Percentage	16.3%	16.0%	17.0%	20.0%	17.8%	12.5%	17%	Optimise	Sustain	MBO
Total Capital (Tier 1 + Tier 2)	Capital Risk Management	→	Percentage	17.2%	17.3%	18.5%	20.0%	17.9%	14.5%	18%	Optimise	Sustain	MBO
Liquidity Ratio	Capital Risk Management	↓	Percentage	28.2%	27.0%	27.0%	27.5%	25.5%	20.0%	28%	Optimise	Sustain	MBO
SHAREHOLDER VALUE													
Earnings Per Share (EPS)	Growth/Productivity	↑	TZS	211.15	161.9	134.1	102.7	63.2	161.9	>140.0	Increase	Increase	MBO
Dividend Per Share	Growth/Productivity	↑	TZS	65	50	45	36	22	50	>60	Increase	Increase	MBO
Share Price	Growth/Productivity	↑	TZS	670	460	380	280	225	460	Book Value	Book Value	Increase	MBO
DEEPENING ACCESS TO FINANCE													
Number of Bank Agents (CRDB Wakala)	Productivity/Efficiency	↑	Number	36,566	34,627	28,241	19,165	17,031	34,627	26,000	Increase	Grow	MBO
Digital Adoption & Usage (Accounts)	Productivity/Efficiency	↑	No (Millions)	4.1	3.3	2.5	1.8	1.2	3.3	>2.0	Increase	Grow	MBO
Digital Channel Usage	Productivity/Efficiency	↑	Percentage	97%	96%	96%	96%	90%	96%	>90.0%	Optimise	Increase	MBO
SERVICE EXPERIENCE													
Net Promoter Score (NPS)	Productivity	↑	Percentage	56%	53%	45%	41%	-	53%	52.0%	Increase	Increase	Management
Mystery Shopping Score*	Productivity	↓	Percentage	90%	91%	81%	79%	-	91%	82.0%	Increase	Increase	Management
Customer Satisfaction Index (CSAT)	Productivity	↑	Percentage	90%	90%	87%	77%	-	90%	>80.0%	Increase	Increase	Management
EMPLOYEE EXPERIENCE AND INCLUSIVITY													
Retention Rate	Productivity	↑	Percentage	97.9%	97.2%	98.0%	98.0%	98.0%	98.0%	>80.0%	Maintain	Sustain	Management
Diversity & Inclusion (Male:Female)	Productivity	↑	Ratio	55:45	56:44	57:43	57:43	56:44	50:50	60:40	Optimise	Sustain	MBO

↑ Positive Growth | ↓ Negative Growth | → No Change | MBO- Management And Board Oversight

↑ Positive Growth | ↓ Negative Growth | → No Change | MBO- Management And Board Oversight

Strategic Execution for
Long-term Value

Focused Growth, Strong Integration, Lasting Impact

With a clear vision and disciplined execution, we continue to deliver long-term value for our stakeholders. This section highlights strategic actions led by our Group CEO, the strength and stewardship of our six capitals, and the growing contribution of our subsidiaries. It reflects how we are building a resilient, diversified, and future-ready financial institution anchored in performance, innovation, and impact.

Message from the Group CEO

Our achievements in 2024 demonstrate the effectiveness of our five-year strategy, which is based on three key priorities: growing the business, protecting its core areas, and preparing for the future.

Dear Shareholders,

The 2024 financial year marked a defining chapter in CRDB Bank Group's journey; one characterised by disciplined strategy execution, operational excellence, and a focus on value creation. Amidst global volatility and regional liquidity constraints, our Group demonstrated strategic clarity and resilience, posting record performance across financial and non-financial metrics. Our Profit After Tax (PAT) grew to TZS 551.5 billion, representing a robust 30.4% YoY growth. This growth is a result of intentional leadership and rigorous delivery on our strategic priorities.

Without a doubt, our accomplishments in 2024 are a testament to the strength of our five-year strategy, underpinned by three imperatives: growing the business, ringfencing the business, and future-proofing it. These imperatives continue to guide our approach in responding to evolving customer needs, market dynamics, and long-term sustainability goals; firmly positioning CRDB Bank as a regional leader in financial services.

Strategic Context and Market Realities

The global economy in 2024 was marked by widespread uncertainties. Geopolitical tensions, tightening monetary cycles, and persistent inflationary pressures weighed heavily on investor sentiment and cross-border liquidity. Across East Africa, structural constraints such as foreign exchange shortages and subdued credit flow tested the agility and resilience of financial institutions. In Tanzania, however, macroeconomic fundamentals held firm, driven by sound fiscal policies, increased infrastructure spending, and stable inflation.

For our Group, these external conditions necessitated a balance of prudence and ambition. We adopted adaptive strategies tailored to local conditions in Burundi and the DRC while continuing to drive growth in our home market through risk-sensitive lending, digital expansion, and innovation-led customer engagement.

Strategic Execution and Institutional Transformation

During FY 2024, we executed our strategy with dexterity, with a view of translating ambition into tangible results. Admittedly, our five-year strategy, which is in second year of implementation, continues to show resilience and adaptability, allowing us to build long-term value across retail, corporate, and institutional banking segments.

Growing the Business

Growth came through insight and execution. Guided by deep market research and insights, we explored opportunities in underserved segments, addressing needs across faith-based communities, prompting the successful rollout of the Sadaka Account - a Shariah-compliant solution tailored for religious giving. In partnership with Mpesa and Mixx by Yas (formerly Tigopesa), we expanded into micro-lending and device financing, unlocking access for previously unbanked and underbanked customers.

Beyond retail banking, we remained a strategic enabler for transformative economic ventures. A notable highlight was our co-financing of the Mahenge Graphite Project alongside the Development Bank of Southern Africa (DBSA) and the Industrial Development Corporation (IDC). Our participation in this project highlights our position as a key financier of national and regional industrialisation.

Ring-fencing the Business

Our foundational imperative remained to safeguard the integrity and efficiency of our operations. During the year, we deepened automation, streamlined customer journeys, and fortified internal systems. A highlight of the year was the rebranding and expansion of Huduma Dhahabu, our service excellence programme, which empowered front-line teams and institutionalised a culture of high-performance service delivery across the Group.

Similarly, we enhanced our core propositions including revamping our MSME proposition to integrate insurance services, simplifying business continuity for MSMEs. These improvements reflect our desire to deliver functional, inclusive, and agile banking solutions aligned to customer realities.

Future-proofing the Business

The third strategic thrust. - future readiness- remained a guiding principle to our transformation agenda. During the year under review, we completed critical technology infrastructure rollouts, including the successful implementation of a Card Switch and migration to our Enterprise Service Bus (ESB). These upgrades enhanced the stability and performance of our alternative channels, improving service reliability and transaction velocity.

In addition to the above, we strengthened our Enterprise Risk Management framework by embedding new capabilities to manage fast-evolving cyber risks, macro shocks, and ESG-linked exposures. Institutional agility and real-time responsiveness were key pillars of our operating model in the 2024 financial year.

In line with our human capital strategy, we continued to invest in internal culture and change leadership. Our staff engagements focused not only on operational excellence but on engendering a shared understanding of our sustainability agenda, reinforcing the shift towards climate-conscious and socially responsible banking.

Performance Review

Our strong financial outcomes in 2024 reflect the cumulative impact of strategic discipline, market insight, and risk-aware execution.

- Total Assets grew 25.3% to TZS 16,698.8 billion, affirming our ability to attract and deploy capital efficiently while maintaining portfolio quality.
- Customers' Deposits increased 23.5% to TZS 10,934.1 billion, driven by rising confidence in CRDB's stability, security, and digital capability.
- Loans and Advances rose 22.7% to TZS 10,360.8 billion, reinforcing our commitment to enabling inclusive economic participation through accessible and tailored credit solutions.

We closed the year with non-performing loans (NPLs) of 2.9%, below the minimum regulatory threshold of 5%. This achievement reflects the effectiveness of our credit risk frameworks and the proactive measures we have implemented to maintain a high-quality loan portfolio. Additionally, our Cost-to-Income Ratio (CIR) improved to 45.7%, underscoring the Group's operational efficiency. We continue to leverage technology, streamlining processes, and optimising resource utilisation to reduce costs while maintaining exceptional service quality.

This performance is not only commendable but sustainable, since it is built on a foundation of informed risk management, responsive operations, and inclusive growth.

Critical Enablers of Value Creation

As a Group, we have learned from experience that for us to succeed in our endeavours of value creation, it is critical to identify key enablers and pay close attention to them. During the year under review, three enablers - partnerships, sustainability, and financial strength; reinforced our strategic journey.

Strategic Partnerships

Building on our sustained engagements, we deepened collaborations with global institutions such as UNDP, DFC, FMO, PROPARCO, MUFG, Investec, Intesa San Paolo, and Water.org; unlocking access to blended finance, technical assistance, and cross-market opportunities. These alliances have advanced our goals in green finance, social impact lending, and capacity building across the Group.

Sustainability and ESG Leadership

At CRDB Bank Group, sustainability is no longer a peripheral agenda - it is embedded at the core of our strategy. During FY 2024, we expanded our financing of climate-smart agriculture, green infrastructure, and social enterprises. We also reduced our carbon footprint through resource optimisation and energy-efficient practices. In principle, our commitment to ESG, as a Group, is not only about compliance but also about leadership in building an inclusive, climate-resilient financial system.

Financial Soundness and Risk Management

Our financial strength was again affirmed by Moody's, which upgraded our credit rating from B2 to B1, with the outlook adjusted from Positive to Stable. This upward revision validates our capital adequacy, risk governance, and earnings consistency—placing us among the top-rated banking institutions in the region.

Subsidiaries Driving Regional Momentum

Our business diversification and regional expansion strategies is paying off with the continued positive outlook of our subsidiaries. During the year under review, the subsidiaries continued to play a key role in advancing the Group's strategic objectives and strengthening its footprint across East and Central Africa.

CRDB Burundi S.A. delivered strong performance, recording notable growth in both assets and income. This success was driven by enhanced service offerings, increased operational efficiency, and the continued rollout of digital solutions, which deepened customer engagement and supported the subsidiary's competitive positioning in the market.

CRDB Congo, despite operating in a complex and evolving environment, focused on strategic customer acquisition efforts, particularly in Kinshasa. The subsidiary laid important groundwork by building brand visibility, expanding its retail footprint, and initiating targeted market penetration efforts. While challenges remain, our long-term outlook for the Congolese market remains positive, underpinned by the country's economic potential and CRDB's commitment to strengthening its operational base.

CRDB Insurance made significant strides in revenue growth and market relevance by expanding its digital distribution channels and introducing innovative insurance products that respond to the evolving needs of customers. These initiatives have positioned the subsidiary as a key contributor to the Group's non-funded income and as a growing force within Tanzania's insurance landscape.

Together, the performance of these subsidiaries reflects CRDB Bank Group's commitment to regional diversification, financial inclusion, and integrated value delivery across all markets we serve.

Future Outlook

As we look to the future, our strategic vision is clear - to be the most dynamic, inclusive, and sustainable financial institution in the region.

Going into 2025, we will intensify our regional expansion, with a focus on East and Central Africa. This includes scaling cross-border financing, leveraging trade corridors, and deploying digital-first models to reach underserved markets. Our objective is to unlock new growth frontiers and solidify our regional leadership.

We will also deepen our commitment to proactive risk management, anticipating and responding to market shocks with agility and precision. As macroeconomic uncertainty persists, our risk posture will remain vigilant and adaptive.

Customer-centric innovation will continue to guide our product and service evolution. We are embedding AI and data analytics to enhance personalisation, improve risk prediction, and strengthen fraud detection, ensuring relevance, responsiveness, and resilience.

Above all, we are anchoring every initiative around stakeholder value. From SMEs to large corporates, from youth to pensioners, from urban centres to rural communities; our ambition is to serve with purpose, innovation, and integrity.

Acknowledgement

I wish to express my gratitude to the various stakeholders whose support has been instrumental in CRDB Bank's continued progress throughout 2024.

I extend my appreciation to the Board of Directors for their strategic guidance and governance oversight, which ensured the Bank remained aligned with its long-term objectives. I also acknowledge the invaluable contribution of our staff, who form the backbone of our operations and played a central role in executing key initiatives and maintaining momentum across our network.

I am grateful to our customers, whose continued engagement with our products and services significantly contributed to the Bank's financial performance and market relevance. Development partners and regulators also played a critical role by facilitating compliance, enabling strategic partnerships, and enhancing our capacity to implement key programmes.

Lastly, I thank our shareholders for their commitment to the Bank's vision. Their continued support provided the capital confidence necessary to drive growth and deliver long-term value.

Together, these stakeholders have strengthened our Group's foundation and positioned us for sustained success in the years ahead.

Abdulmajid M. Nsekela

Taarifa kutoka kwa Mkurugenzi Mtendaji

Mafanikio yetu katika mwaka 2024 ni uthibitisho wa nguvu ya mkakati wetu wa miaka mitano, wenye mihili mikuu mitatu, ambayo ni kukuza biashara, kulinda biashara, na kutoa uhakikisho wa kibiashara wa siku zijazo.

Wapendwa Wanahisa,

Mwaka wa Fedha 2024 umetoa sura ya kipekee katika safari ya Taasisi ya Benki ya CRDB; ulikuwa mwaka ulioshuhudia utekelezaji wa kinidhamu wa mkakati, ubora wa utendaji kazi, na uzingatiaji wa utengenezaji wa thamani. Katikati ya hali tete ya kimataifa na vikwazo vya ukwasi wa kikanda, taasisi yetu ilionesha uwazi na uthabiti wa kimkakati, ikidhihirisha utendaji kazi wa hali ya juu katika vipimo vyote vya kifedha na visivyo vya kifedha. Faida yetu baada ya kodi ilikua hadi kufikia shilingi bilioni 551.5, ikiwa ni ukuaji thabiti wa asilimia 30.4 mwaka hadi mwaka. Ukuaji huu ni matokeo ya uongozi thabiti na utekelezaji madhubuti wa vipaumbele vyetu vya kimkakati. Bila shaka, mafanikio yetu katika mwaka 2024 ni uthibitisho wa nguvu ya mkakati wetu wa miaka mitano, wenye mihili mikuu mitatu, ambayo ni kukuza biashara, kulinda biashara, na kutoa uhakikisho wa kibiashara wa siku zijazo. Mihimili hii iliendelea kuongoza mbinu zetu katika kukabiliana na mahitaji yanayobadilika ya wateja wetu, mienendo ya soko, na malengo ya kudumu ya muda mrefu; na kuifanya Benki ya CRDB kuwa taasisi kinara ya huduma za kifedha kikanda.

Muktadha wa Kimkakati na Hali Halisi ya Soko

Katika mwaka 2024 uchumi wa kimataifa ulikabiliwa na ukosefu wa uhakika. Mivutano ya kisiasa kijiografia, ongezeko la mzunguko wa fedha, na shinikizo la kuendelea kwa mfumuko wa bei ni masuala yaliyotawala sana hisia za wawekezaji na ukwasi wa kimataifa. Katika ukanda wa Afrika Mashariki, vikwazo vya kimfumo kama vile uhaba wa fedha za kigeni na mtiririko mdogo wa mikopo ulitikisa ustahimilivu na uimara wa taasisi za fedha. Hata hivyo, nchini Tanzania, misingi ya uchumi mkuu ilisimama imara, ikichagizwa na sera nzuri za fedha, ongezeko la matumizi ya miundombinu, na mfumuko madhubuti wa bei.

Kwa taasisi yetu, masuala haya ya nje yaliwezesha uwiano kati ya ukwasi na matarajio. Tulipitisha mikakati inayonyumbulika ili kuendana na hali ya ndani nchini Burundi na Jamhuri ya Kidemokrasia ya Kongo, huku tukiendelea kuchochea ukuaji katika soko letu la nyumbani kupitia utoaji wa mikopo unaozingatia vihatarishi, upanuzi wa matumizi ya mifumo ya kidijiti, na ushirikishaji wa wateja unaoongozwa na uvumbuzi.

Utekelezaji wa Kimkakati na Mageuzi ya Kitaasisi

Katika Mwaka wa Fedha 2024, tulitekeleza mkakati wetu kwa ustadi ili kutafsiri matarajio kuwa matokeo halisi. Ni kweli kwamba mkakati wetu wa miaka mitano, ambao uko katika mwaka wa pili wa utekelezaji, unaendelea kuonesha uthabiti na unyumbufu, unaoturuhusu kujenga thamani ya muda mrefu katika maeneo ya huduma za kibenki kwa wateja binafsi, huduma za kibenki kwa kampuni kubwa, na huduma za kibenki kwa taasisi.

Kukuza Biashara

Ukuaji ulitokana na maono na utekelezaji. Tukiongozwa na utafiti wa kina wa soko na maono, tuligundua fursa katika sehemu ambazo zilikuwa hazijafikiwa, tukishughulikia mahitaji ya huduma za kibenki katika jumuiya za kidini, hivyo kufanikiwa kuanzisha Akaunti ya Sadaka - Suluhu Inayotii Sharia – iliyobuniwa kwa ajili ya miamala ya kidini. Kwa kushirikiana na Mpesa na Mixx by Yas (zamani Tigopesa), tulipanua huduma na kujumuisha utoaji wa mikopo binafsi na mikopo ya kununua vifaa, na kuwafikiaji wateja, ambao walikuwa wanapata huduma pungufu au hawakuwa na huduma kabisa za kibenki. Mbali na huduma za kibenki za wateja binafsi, tuliendelea kuwa wawezeshaji wa kimkakati wa kuleta mageuzi ya kiuchumi. Jambo muhimu zaidi lilikuwa ufadhili wa pamoja kati yetu na Benki ya Maendeleo Kusini mwa Afrika (DBSA) na Shirika la Maendeleo ya Viwanda (IDC) katika Mradi wa Kiwanda cha Grafiti cha Mahenge. Ushiriki wetu katika mradi huu ulidhihirisha msimamo wetu kama mfadhili mkuu wa maendeleo ya viwanda kitaifa na kikanda.

Kulinda Biashara

Sharti letu la msingi liliendelea kuwa kulinda uadilifu na ufanisi wa shughuli zetu. Katika mwaka huu, tulikuza uwekaji kiotomati, tukarahisisha safari za wateja, na tuliimarisha mifumo ya ndani. Jambo lililotia fora mwaka huu lilikuwa urekebishaji na upanuzi wa Huduma Dhahabu, programu yetu ya ubora wa huduma, ambayo iliwezesha timu za watoahuduma kwa wateja kuanzisha utamaduni wa utoaji huduma kwa ubora wa hali ya juu kote katika taasisi yetu. Vilevile, tuliboresha mpango wetu wa msingi ikiwa pamoja na kuandaa upya mpango wetu wa biashara ndogo sana, biashara ndogo, na biashara za kati (MSME) ili kuunganisha huduma za bima kwa lengo la kurahisisha mwendelezo wa biashara kwa biashara ndogo sana, biashara ndogo, na biashara za kati. Maboresho haya yaliakisi shauku yetu ya kutoa masuluhisho ya kibenki yanayofanya kazi, jumuishi, na ya haraka kulingana na hali halisi ya wateja.

Uthibitishaji wa Baadaye wa Biashara

Msukumo wa tatu wa kimkakati - utayari wa siku zijazo – uliendelea kuwa kanuni elekezi kwa ajenda yetu ya mageuzi. Katika mwaka uliomalizika, tulikamilisha uzinduzi rasmi wa miundombinu muhimu ya kiteknolojia, ikijumuisha utekelezaji wenye mafanikio wa Ubadilishaji Kadi na kuhamia kwenye Njia ya Kati ya Mawasiliano (ESB). Maboresho haya yaliimarisha uthabiti na utendaji kazi wa vyanzo vyetu mbadala, na kuboresha hali ya kuaminika kwa huduma zetu na kasi ya miamala.

Zaidi ya hayo, tuliimarisha mfumo wetu wa Udhibiti wa Vihatarishi vya Biashara kwa kujumuisha uwezo mpya wa kudhibiti vihatarishi vya kimtandao vinavyobadilika kwa kasi, majanga makubwa, na vibainishi vinayohusishwa na vihatarishi vya kimazingira, kijamii, na kiutawala (ESG). Uharaka wa kitaasisi na mwitiko kwa wakati halisi ulikuwa nguzo kuu za muundo wetu wa uendeshaji katika mwaka wa fedha 2024.

Kwa kuzingatia mkakati wetu wa rasilimali-watu, tuliendelea kuwekeza katika utamaduni wa ndani na mabadiliko ya uongozi. Ushirikishaji wa wafanyikazi wetu haukulenga tu ubora wa utendaji bali pia kukuza uelewa wa pamoja wa ajenda yetu ya uendelevu na uimarishaji wa mabadiliko kuelekea benki inayozingatia mabadiliko ya tabianchi na huduma za kibenki zinazozingatia uwajibikaji wa kijamii.

Tathmini ya Utendaji

Matokeo yetu madhubuti ya kifedha kwa mwaka 2024 yanaonesha athari za jumla za nidhamu ya kimkakati, maono ya soko, na utekelezaji wa utambuzi wa vihatarishi.

- Jumla ya mali ilikua kwa asilimia 25.3 hadi kufikia shilingi bilioni 16,698.8, hivyo kuthibitisha uwezo wetu wa kuvutia na kutumia mtaji kwa ufanisi huku tukidumisha ubora wa potifolio.
- Amana za wateja ziliongezeka kwa asilimia 23.5 hadi kufikia shilingi bilioni 10,934.1 kutokana na kuongezeka kwa imani kwa uthabiti, usalama, na uwezo wa kidijiti wa Benki ya CRDB.
- Mikopo na malipo ya awali yalipanda kwa asilimia 22.7 hadi kufikia shilingi bilioni 10,360.8, hivyo kusisitiza dhamira yetu ya kuwezesha ushirikishaji wa kiuchumi kupitia suluhu za mikopo zinazoweza kupatikana na mahususi.

Tulifunga mwaka kwa mikopo isiyolipika (NPLs) ya asilimia 2.9, zaidi ya kiwango cha chini cha asilimia 5 kinachotakiwa na mamlaka ya udhibiti. Mafanikio haya yanaonesha ufanisi wa mifumo yetu ya hatari za mikopo na hatua makini tulizozitekeleza ili kudumisha potifolio ya ubora wa juu wa mikopo. Vilevile, uwiano wetu kati ya gharama na mapato (CIR) uliimarika hadi kufikia asilimia 45.7, hivyo kuonesha ufanisi wa utendaji wa taasisi yetu. Tunaendelea kutumia teknolojia, kurahisisha michakato, na kuboresha matumizi ya rasilimali ili kupunguza gharama huku tukidumisha ubora wa kipekee wa huduma zetu.

Utendaji huu si tu ni wa kupongezwa, bali pia ni endelevu kwa kuwa umejengwa katika msingi wa usimamizi bainifu wa vihatarishi, utendaji kazi sikivu, na ukuaji jumuishi.

Viwezeshi Muhimu vya Utengenezaji wa Thamani

Kama taasisi, tumejifunza kutokana na uzoefu kuwa ili tufanikiwe katika jitihada zetu za kutengeneza thamani, ni lazima tutambue viwezeshi muhimu na kuvizingatia kwa makini. Katika mwaka unaotathminiwa, viwezeshi vitatu - ubia, uendelevu, na nguvu za kifedha - viliimarisha safari yetu ya kimkakati.

Ubia wa kimkakati

Kwa kuzingatia ushirikiano wetu endelevu, tulikuza ushirikiano na taasisi za kimataifa kama vile Shirika la Maendeleo la Umoja wa Mataifa (UNDP), Shirika la Kimataifa la Maendeleo ya Kifedha (DFC), Benki ya Maendeleo ya Uholanzi (FMO), Taasisi ya Maendeleo ya Kifedha ya Ufaransa (PROPARCO), Kampuni Kubwa ya Huduma za Kifedha Duniani (MUFG), Benki ya Kimataifa ya Uwekezaji na Usimamizi wa Mali (Investec), Intesa San Paolo, na Water.org. Pia, tulianzisha upatikanji wa huduma mseto za kifedha, msaada wa kitaalamu, na fursa mbalimbali za masoko. Ushirikiano huu uliendeleza malengo yetu katika utoaji wa fedha unaozingatia mazingira (kijani), ukopeshaji wa fedha unaozingatia manufaa ya kijamii, na ujenzi wa uwezo katika taasisi yote.

Uendelevu na Uongozi Unaozingatia Maslahi ya Kimazingira, Kijamii, na Kiutawala (ESG)

Katika Taasisi ya Benki ya CRDB, uendelevu si ajenda tena ya pembezoni – bali imejumuishwa katika kitovu cha mkakati wetu. Katika mwaka 2024, tulipanua utoaji wetu wa fedha kwa shughuli za kilimo kinachozingatia mabadiliko ya tabianchi, miundombinu ya kijani, na biashara za kijamii. Pia, tulipunguza kiwango chetu cha kaboni kupitia uboreshaji wa rasilimali na mbinu za matumizi bora ya nishati. Kama taasisi, dhamira yetu kwa maslahi ya kimazingira, kijamii, na kiutawala, hatufanyi tu kwa ajili ya kutimiza vigezo, bali pia kwa lengo la kuongoza mageuzi.

Umadhubuti wa Kifedha na Usimamizi wa Vihatarishi

Umadhubuti wetu wa kifedha ulithibitishwa tena na Moody's, ambayo iliboresha ukadiriaji wetu wa mkopo kutoka B2 hadi B1, na mtazamo uliorekebishwa kutoka chanya hadi imara. Mapitio haya ya juu yanathibitisha utoshelevu wetu wa mtaji, usimamizi wa vihatarishi, na uthabiti wa mapato—hivyo kutuweka miongoni mwa taasisi za kibenki zilizofanya vizuri zaidi katika ukanda huu.

Kampuni Tanzu Zinazochochea Mwamko wa Kikanda

Mikakati yetu ya utawanyaji wa biashara na upanuzi wa kikanda inazaa matunda kutokana na kampuni zetu tanzu kuendelea kwa mtazamo chanya. Katika mwaka unaotathminiwa, kampuni tanzu ziliendelea na jukumu muhimu la kufanikisha malengo ya kimkakati ya taasisi yetu na kuimarisha athari zake katika ukanda wa Afrika Mashariki na Kati.

Benki ya CRDB Burundi S.A. ilifanya vizuri na kupata ukuaji mkubwa wa mali na mapato. Mafanikio haya yalitokana na utoaji wa huduma ulioimarishwa, kuongezeka kwa ufanisi wa utendaji kazi, na kuendelea kutoa suluhu za kibenki kidijiti, ambazo zilikuza ushirikishaji wa wateja, hivyo kuunga mkono nafasi ya ushindani katika soko kwa kampuni yetu tanzu.

Benki ya CRDB Kongo, licha ya kufanya kazi katika mazingira magumu na yanayoendelea, ililenga jitihada za kimkakati za kupata wateja, hususani Jijini Kinshasa. Kampuni tanzu iliweka msingi muhimu kwa kujitangaza, kupanua wigo wake wa huduma za kibenki kwa watu binafsi, na kuanzisha juhudi mahususi za kuingia katika soko la huduma za kibenki. Ingawa bado kulikuwa na changamoto, mtazamo wetu wa muda mrefu kwa soko la Kongo bado ni wa kutia matumaini, ukichagizwa na uwezo wa kiuchumi wa nchi hiyo na dhamira ya Benki ya CRDB ya kuimarisha msingi wake wa kufanya kazi.

Kampuni ya Bima ya CRDB ilipiga hatua kubwa katika ukuaji wa mapato yake na umuhimu wa soko kwa kupanua njia zake za usambazaji wa bidhaa na huduma zake kidijiti na kuanzisha bidhaa za kibunifu za bima zinazokidhi mahitaji yanayobadilika ya wateja. Juhudi hizi zimeifanya kampuni tanzu kuwa mchangiaji mkuu wa mapato yasiyofadhiliwa ya taasisi na kama msukumo unaokua katika tasnia ya bima nchini Tanzania.

Kwa pamoja, utendaji wa kampuni hizi tanzu unaonesha dhamira ya Benki ya CRDB ya kuleta mtawanyo wa shughuli zake kikanda, ushirikishaji wa kifedha, na utoaji wa thamani jumuishi katika masoko yote tunayoyahudumia.

Mtazamo wa Baadaye

Tunapotazama mbele, dira yetu ya kimkakati iko bayana - kuwa taasisi madhubuti ya kifedha, jumuishi, na endelevu zaidi katika ukanda huu.

Tunapoingia mwaka 2025, tutaongeza upanuzi wetu wa kikanda, tukilenga Afrika Mashariki na Kati. Hatua hii ni pamoja na kuongeza uwekezaji wa kifedha unaovuka mipaka, kutumia njia na miundombinu ya kibiashara, na kupeleka programu mpya za kidijiti ili kuyafikia masoko ambayo hayajafikiwa. Lengo letu ni kufungua mipaka mipya ya ukuaji na kuimarisha utawala wetu wa kibiashara wa kikanda.

Pia, tutaongeza dhamiri yetu kwa udhibiti wa vihatarishi, kujitayarisha na kushughulikia majanga ya soko kwa haraka na usahihi. Kadiri kukosekana kwa uhakika wa uchumi mkuu kunavyozidi kuendelea, utayari wetu dhidi ya vihatarishi utaendelea kuwa macho na nyumbufu.

Uvumbuzi unaowalenga wateja utaendelea kuongoza mageuzi ya bidhaa na huduma zetu. Tunajumuisha matumizi ya akilimnemba (AI) na uchanganuzi wa data ili kuboresha uchakataji wa taarifa, kuboresha ubashiri wa vihatarishi; na kuimarisha utambuzi wa ulaghai, kuhakikisha umuhimu, uwajibikaji, na uthabiti.

Vilevile, tunahakikisha kuwa kila mpango unazigatia thamani ya wanahisa wetu. Kuanzia biashara ndogo na za kati hadi kampuni kubwa, kutoka vijana hadi wastaafu, kutoka mijini hadi jamii za vijijini; nia yetu ni kuwatumikia wateja wetu kwa shabaha, uvumbuzi, na uadilifu.

Shukrani

Ninapenda kutoa shukrani zangu kwa wadau mbalimbali ambao msaada wao umekuwa muhimu katika maendeleo ya Benki ya CRDB kwa mwaka mzima wa 2024.

Ninatoa shukrani zangu kwa Bodi ya Wakurugenzi kwa mwongozo wao wa kimkakati na usimamizi wa kiutawala, ambao ulihakikisha kuwa Benki inaendana na malengo yake ya muda mrefu. Aidha, ninatambua mchango mkubwa wa wafanyakazi wetu, ambao ni uti wa mgongo wa shughuli zetu. Wao walibeba jukumu kuu katika kutekeleza mipango muhimu na kudumisha mwamko katika mtandao wetu.

Ninawashukuru wateja wetu, ambao kuendelea kwao kujihusisha na bidhaa na huduma zetu kulichagiza, kwa kiasi kikubwa, utendaji wa kifedha wa Benki na umuhimu wa soko. Washirika wa maendeleo na mamlaka za udhibiti pia zilitekeleza jukumu muhimu kwa kuwezesha uzingatiaji, kuwezesha ubia wa kimkakati, na kuongeza uwezo wetu wa kutekeleza program zetu muhimu.

Mwisho, ninawashukuru wanahisa wetu kwa kujitolea kwao kwa ajili ya dira ya benki. Msaada wao unaoendelea ulitoa uhakika wa mtaji, ambao ni muhimu katika kuchochea ukuaji na kutoa thamani ya muda mrefu. Kwa pamoja, wanahisa hawa wameimarisha msingi wa taasisi yetu na kutuweka katika nafasi nzuri ya kupata mafanikio endelevu miaka ijayo.

Abdulmajid M. Nsekela

Financial Capital

Innovating Financial Solutions for Enduring Growth

At CRDB Bank PLC, financial capital represents more than just the monetary resources on our balance sheet—it serves as the critical foundation that enables us to deliver value to all stakeholders while contributing to Tanzania's broader economic development.

Message from the Group CFO

Reflecting on FY 2024, we showcase our Group's commitment to excellence, evident in our strong financial performance and significant growth across all key financial metrics. The Group achieved a remarkable 30.4% growth in Profit After Tax (PAT), to TZS 551.5 billion, up from TZS 422.8 billion in 2023. This growth underscores the successful implementation of our strategic initiatives and reaffirms our dedication to delivering sustained returns for our stakeholders.

In 2024, CRDB Bank Group continued demonstrating a strong performance despite the changing global economic landscape. This success is attributed to effective strategy implementation, sound financial management, and a resilient local business environment. Additionally, our strategic partnerships played a crucial role in driving our progress and enhancing the Group's operational capabilities.

As we reflect on 2024, we underscore the Group's steadfast commitment to excellence, which is evident in strengthening the Group's financial position and attaining significant growth across all key financial metrics. Our emphasis on cultivating strategic alliances and improving operational efficiency remained central to promoting sustainable development and fostering innovation for the future.

Sustained Performance

During the 2024 financial year, the Group achieved a notable 30.4% growth in Profit After Tax (PAT), reaching TZS 551.5 billion, from TZS 422.8 billion in 2023 mainly driven by growth in interest income by 27.3% and NFI by 11.2%, mostly from alternative channels, particularly simbanking, with a YoY growth of 48%. This growth underscores the successful execution of our strategic initiatives and reaffirms our commitment to delivering sustained returns to our stakeholders.

Total operating income before impairment charges increased by 24.6% YoY, rising to TZS 1,613.6 billion, from TZS 1,295.2 billion recorded in 2023. This growth was primarily driven by a 29.9% rise in net interest income, attributed to strong growth in retail loans and advances.

Successfully implementing various cost management initiatives effectively contained operating expense growth to 12.6%. This growth is primarily attributable to inflation, general appreciation of dollar against shilling – affecting dollar related costs and our strategic business expansion.

Our subsidiaries significantly contributed to the Group's performance, with Burundi achieving an impressive 27.5% YoY growth in PAT, reaching TZS 38.5 billion. The subsidiary's assets increased by 48.2% YoY to TZS 1,457.4 billion, while total deposits grew by 30.9% YoY to TZS 716.4 billion. Insurance Company Limited was able to break even in its first year of operations, recording a profit of TZS 0.3 billion, and CRDB Bank Congo also its first year of full operations recorded losses of TZS 6.8 billion. Their growth potentials remain promising.

Summary of Key Performance Indicators

Total Assets (TZS)

TZS 16,698.8 Billion
FY 2024

TZS 13,321.3 Billion
FY 2023

25.3%
Change

Shareholders' funds

TZS 2,173.2 Billion
FY 2024

TZS 1,781.5 Billion
FY 2023

22.0%
Change

Profit After Tax

TZS 551.5 Billion
FY 2024

TZS 422.8 Billion
FY 2023

30.4%
Change

Return on Equity

27.7%
FY 2024

26.7%
FY 2023

3.7%
Change

Return on Assets

5.2%
FY 2024

4.8%
FY 2023

8.3%
Change

Cost-to-income ratio

45.7%
FY 2024

49.5%
FY 2023

7.7%
Change

We take a comprehensive approach to our business, focusing strongly on customer satisfaction, sustainability and collaboration. This strategic mindset has yielded significant rewards, as reflected in our positive performance. As a result, most of our key performance metrics have shown consistent and significant improvement throughout the year.

Resilient Balance sheet

The Group maintained a strong balance sheet, achieving 25.3% YoY growth, increasing to TZS 16,698.8 billion. This growth was primarily driven by an increase in loans and advances, which rose by 22.7% YoY to TZS 10,360.8 billions. The increase in loans was supported by a 23.5% growth in customer deposits, a 67.9% increase in borrowing, and a 22.0% increase in shareholders' funds.

Asset quality remained robust throughout the year, as reflected in the 2.9% rate of non-performing loans, which is well below the regulatory threshold of 5%. Additionally, our bad debt recoveries recorded significant improvement, rising by 13.4% to TZS 39.8 billion in 2024, compared to TZS 35.1 billion in 2023. This growth is a positive indication of our proactive recovery strategy.

Diversified Sources of Funding

During the year, our Group maintained adequate liquidity to support business growth, achieving a liquidity-asset ratio of 28.2%, well above the regulatory requirement of 20.0%. Our successful deposit mobilisation campaigns resulted in YoY growth of 23.5% in customer deposits, TZS 10,934.1 billion, with a CASA (Current Account Savings Account) ratio of 84.0%. Customer deposits accounted for 75.0% of our total funding, while equity comprised 15% and borrowings constituted 10%.

Capital Management

The Group has been committed to prudent capital management practices throughout the year. We have selectively expanded our portfolio by focusing on high-yield and low risk-weighted assets and de-risking to ensure optimal capital utilisation. As at December 31, 2024, the Group remained well-capitalised and maintained healthy buffers above the minimum regulatory requirements. Our core capital ratio is 16.3%, and our total capital ratio at 17.2%, exceeding the minimum regulatory requirements of 12.5% and 14.5% respectively.

Following issuance of Basel II and III guidelines by the Bank of Tanzania in 2023, the Group successfully carried out parallel run of its capital position for 9 months from April 2024, in preparation for effective adoption in April 2025. The results from the parallel run show that the Group continues to be well capitalised, well above the regulatory requirements.

Solidifying Our Financial Strengths and Strategising for the Future

I believe that many opportunities lie ahead for us. By effectively leveraging these prospects, we can improve the services and ensure that our clients remain essential to the Group's success. Their support and collaboration are vital in maintaining our strong performance thus far. I am optimistic that we can navigate challenges together and seize advancements that will benefit our organisation and our valued clients.

I am optimistic about our growth potential by enhancing shareholder value through careful financial management and strategic investments. Our diverse portfolio and strong capital foundation position us well for achieving sustainable growth and profitability.

Frederick B. Nshekanabo

Taarifa ya Afisa Mkuu wa Fedha

Tunapoutafakari Mwaka wa Fedha 2024, tunaonesha dhamira yetu ya kuwa taasisi bora inayojidhihirisha kupitia matokeo thabiti ya utendaji wa kifedha.

Faida ya taasisi baada ya kodi ilikua kufikia shilingi bilioni 551.5, sawa na ongezeko la asilimia 30.4 kwa mwaka, ambao ni ukuaji mkubwa na wa kuvutia

Katika mwaka wa fedha wa 2024, Benki yetu ya CRDB imeendelea kupata mafanikio makubwa ya utendaji licha ya changamoto za kiuchumi kimataifa, utendaji mzuri huu unatokana na utekelezaji madhubuti wa mpango mkakati, usimamizi wa kifedha, na mazingira himilivu ya biashara nchini. Mafanikio yetu yaliimarishwa na ushirikiano wetu wa kimkakati, ambao ulikuwa msingi katika kuwezesha maendeleo yetu na kuimarisha uwezo wetu wa utendaji.

Tunapotafakari juu ya mwaka wa Fedha 2024, tunaona dhamira thabiti ya Benki yetu katika ubora, ambao unajidhihirisha katika kuimarika kwa uwezo wetu wa kifedha na kufikia ukuaji mkubwa katika vigezo vyote vya kifedha. Msisitizo wetu katika kukuza ushirikiano wa kimkakati na kuboresha ufanisi wa uendeshaji umekuwa nguzo muhimu katika kuendelezaukuaji endelevu na kuchochea ubunifu kwa ajili ya siku zijazo.

Muhtasari wa Utendaji

Katika mwaka wa fedha wa 2024, Benki yetu ilipata wa Faida Baada ya Kodi (PAT) ya shilingi bilioni 551.5 kutoka shilingi billion 422.8 mwaka 2023, ikiwa ni ongezeko la asilimia 30.4 kwa mwaka. Ukuaji huu ulitokana na ongezeko la mapato ya riba kwa asilimia 27.3 na mapato yasiyonariba kwa asilimia 11.2. Kwa mapato yasiyonariba yalichangiwa kwa kiasi kikubwa na vyanzo mbadala, hususan simbanking ikiwa na ukuwaji wa asilimia 48 kwa mwaka. Aidha, ukuaji huu mkubwa unathibitisha utekelezaji mzuri wa mipango yetu ya kimkakati na kudhihirisha dhamira yetu ya kutoa faida endelevu kwa wadau.

Jumla ya mapato ya uendeshaji kabla ya gharama za uchakavu yalifikia shilingi bilioni 1,613.6 kwa mwaka 2024 kutoka shilingi bilioni 1,295.2 yaliyoripotiwa mwaka wa 2023, ikiwa ni ongezeko la asilimia 24.6,. Ukuaji huu ulisababishwa na ongezeko la asilimia 29.9 la mapato halisi ya riba, hasa ukitokana na ukuaji mzuri wa mikopo ya rejareja.

Kwa kutekeleza mipango mbalimbali ya usimamizi wa gharama kulizuia kwa ufanisi ukuaji wa gharama za uendeshaji na kubakia na ukuaji wa asilimia 12.6 pekee. Ongezeko hili la gharama ulitokana kwa kiasi kikubwana mfumuko wa bei, kuimarika kwa thamani ya dola dhidi ya shilingi – ulioathiri gharama zinazohusiana na malipo ya dola na upanuzi wa kimkakati wa kibiashara.

Kampuni zetu tanzu zilichangia kwa kiasi kikubwa katika utendaji wa benki yetu huku Burundi ikipata ukuaji wa kuvutia ikiwa na mapato baada ya kodi (PAT) yaliyofikia shilingi bilioni 38.5 za Tanzania kwa mwaka 2024, sawa na ongezeko la asilimia 27.5 kutoka kwenya mapato ya mwaka 2023. Mali za kampuni tanzu ziliongezeka kwa asilimia 48.2 kutoka mwaka uliopita hadi bilioni 1,457.4 za Tanzania mwaka 2024, wakati jumla ya amana iliongezeka kwa asilimia 30.9 kutoka mwaka uliopita hadi shilingi bilioni 716.4 za Tanzania mwaka 2024.

Kampuni yetu ya Bima (Insurance Company Limited) katikamwaka wake wa kwanza wa shughuli ilipata faida ya shilingi bilioni 0.3 za Tanzania, wakati CRDB Congo ikipata hasara ya shilingi bilioni 6.8 za Tanzania katika mwaka wake wa kwanza wa shughuli kamili, ingawa kuna viashiria vizuri vya ukuaji wa kampuni hii tanzu.

Tunatumia mbinu thabiti katika biashara yetu, tukizingatia sana kutoa huduma bora kwa wateja, mipango endelevu na ushirikiano. Utendaji wetu huu wa kimkakati umekuwa na mafanikio makubwa, kama matokeo yanavyoonesha. Vigezo vingi muhimu vya kiutendaji vimeonyesha uthabiti na ongezeko kwa mwaka mzima.

Muhtasari wa Viashiria Muhimu vya Utendaji

Kiasi katika TSH Bilioni	Mwaka wa Fedha 2024	Mwaka wa Fedha 2023	% Badiliko
Jumla ya Mali (TSH)	**16,698.8**	13,321.3	25%
Fedha za wanahisa	**2,173.2**	1,781.5	22%
Faida Baada ya Kodi	**551.5**	422.8	30%
Faida kwa Mtaji	**27.7%**	26.7%	4%
Faida kwa Mali	**5.2%**	4.8%	8%
Uwiano wa gharama na mapato	**45.7%**	49.5%	8%

Mizania ya Fedha

Benki ilidumisha mizania ihimilivu na thabiti, huku mali zilifikia shilingi bilioni 16,698.8 zikiwa zimeongezeka kwa asilimia 25 kutoka mwaka uliopita. Ukuaji huu ulichangiwa na ongezeko la mikopo ya wateja, ambayo iliongezeka kwa asilimia 22.7 mwaka hadi mwaka kufikia shilingi bilioni 10,360.8. Ongezeko hili la mikopo lilichangiwa na ukuaji wa asilimia 23.5 katika amana za wateja, ongezeko la asilimia 67.9 katika madeni, na ongezeko la asilimia 22.0 katika fedha za wanahisa.

Ubora wa mali ulibaki imara mwaka mzima kama inavyooneshwa na kiwango cha asilimia 2.9 cha mikopo isiyolipika (chechefu) ambayo ni chini ya kiwango elekezi cha asilimia 5 kinachoruhusiwa na mamlaka ya udhubiti ya Benki Kuu ya Tanzania. Aidha, ukusanyaji wa mikopo sugu ulionesha kuimarika kwa kiasi kikubwa kutoka shilingi bilioni 35.1 za kwa mwaka wa 2023 hadi kufikia shilingi bilioni 39.8 kwa mwaka 2024 ikiwa ni ongezeko la asilimia 13.4. Ukuaji huu ni kielelezo cha mafanikio ya utekelezaji wa mkakati wetu wa kukusanya madeni ya mikopo sugu.

Vyanzo vya Anuai vya Upatikanaji wa Fedha

Katika mwaka 2024, benki ilidumisha ukwasi toshelevu wa kuwezesha ukuaji wa biashara na kufikia uwiano wa asilimia 28.2 kati ya ukwasi na mali zaidi ya matakwa ya kiudhibiti ya asilimia 20.0. Kampeni zetu za uhamasishaji wa amana zilisababisha ukuaji wa mwaka hadi mwaka wa asilimia 23.5 katika amana za wateja hadi kufikia amana ya shilingi bilioni 10,934.1 kwa mwaka 2024, na uwiano wa akaunti za hundi na akiba (CASA) ni asilimia 84.0. Amana za wateja zilichangia asilimai 75.0 ya jumla ya uwezeshaji wetu, mtaji mkuu ulikuwa asilimia 15 na madeni yalichangia asilimia i 10

Usimamizi wa Mtaji

Benki ilijizatiti kutekeleza mienendo bora wa mtaji kwa nidhamu na ufanisi mkubwa kwa mwaka mzima. Tumepanua uwekezaji wetu kwa kuangazia mali zinazozalisha faida kwa kiwango cha juu, na mali zenye kiwango kidogo cha vihatarishi na kupunguza hatari ili kuhakikisha kuna matumizi bora ya mtaji. Kufikia Desemba 31, 2024, Benki iliendelea kuwa mtaji madhubuti na kudumisha akiba ya dharura salama zaidi ya kiwango cha chini kinachotakiwa na mamlaka ya udhibiti. Uwiano wa mtaji mkuu ulikuwa asilima 16.3 na uwiano wa mtaji wa jumla ulikuwa asilimia 17.2, zaidi ya viwango vya elekezi vya Benki Kuu ya Tanzania ya asilimia 12.5 na asilimia 14.5 mtawaliwa.

Kufuatia kutolewa kwa mwongozo mpya wa kukokotoa mtaji (Basel II & III) na Benki Kuu ya Tanzania mnamo 2023, Benki yetu ilifanikiwa kutekeleza ukokotoaji wa mtaji kwa njia ya zamani na mpya kwa miezi 9 kuanzia Aprili 2024 kwa maandalizi ya kutumia mwongozo huu mpya utakaoanza kutumika kuanzia Aprili 2025. Matokeo yaliyotokana ukokotoaji huo yanaonyesha kuwa Benki inaendelea kuwa na mtaji wa kutosha zaidi ya kiwango cha chini elekeze kinachotakiwa Benki Kuu ya Tanzania.

Kuimarisha Umadhubuti wetu wa kifedha na Mikakati ya Baadae

Ninaamini kuwa mbele yetu kuna fursa nyingi. Kwa kutumia vyema matarajio haya tunaweza kuboresha huduma zetu na kuhakikisha kuwa wateja wetu wanaendelea kuwa sehemu muhimu ya mafanikio yetu.

Msaada na Ushirikiano wao ni muhimu katika kudumisha utendaji wetu dhabiti kufikia sasa. Nina matumaini kwamba kwa kushirikiana tunaweza kuzikabili changamoto na kupata maendeleo yatakayoinufaisha benki yetu na wateja wetu tunaowathamini.

Nina matumaini kuhusu fursa yetu ya ukuaji kwa kuongeza dhamani ya wanahisa kupitia usimamizi makini wa fedha na vitega uchumi vya kimkakati. Uwekezaji wetu mbalimbali na mtaji imara unafanya tuwe katika nafasi nzuri ya kufanikisha ukuaji endelevu na kuleta faida.

Frederick B. Nshekanabo

Key Highlights

Return on Equity

27.7% FY 2024

26.7% FY 2023

Profit Before Tax (TZS Billion)

778.8 FY 2024

598.7 FY 2023

Return on Assets

5.2% FY 2024

4.8% FY 2023

Net Fees and Commission Income (TZS Billion)

431.6 FY 2024

342.4 FY 2023

At CRDB Bank, financial capital represents more than just the monetary resources on our balance sheet—it serves as the critical foundation that enables us to deliver value to all stakeholders while contributing to Tanzania's broader economic development.

In 2024, our approach to financial capital management was guided by three fundamental principles:

Prudent Stewardship
Maintaining capital strength well above regulatory requirements while optimising our funding mix to ensure stability across economic cycles.

Strategic Deployment
Allocating resources to high-impact areas including retail banking expansion, digital transformation, and sustainable finance initiatives.

Integrated Value Creation
Recognising how financial capital interacts with and amplifies our other capitals – from the human expertise that drives our operations to the social relationships that underpin customer trust.

As we implement Basel III standards and navigate an evolving financial landscape, we remain committed to managing our financial capital with both discipline and vision, ensuring it continues to progress sustainably.

Our Financing Strategy

Short-term

Liquidity Management

- Flexible lines of credit for immediate liquidity and short-term opportunities.
- Short-term loans (less than 1 year) to address cash flow needs and fund urgent projects.

Internal Reallocations

- Regular budget reviews to reallocate funds from low-priority areas to high-impact initiatives.

Mid-term

Strategic Investments

- TZS 120 billion capital expenditure planned for FY 2025, with 47% allocated to ICT investments.
- Completion of the new core banking system to enhance reliability, digital solutions, and cybersecurity measures.

Long-term

Debt Financing

- Issuance of bonds to support growth while generating returns exceeding borrowing costs.

Strategic Partnerships

- Collaboration with institutions like IFC, AFDB, EIB, and others to co-fund key projects that enhance competitiveness and financial stability.
- Outstanding exposure of TZS 1,787 billion as of December 31, 2024.

The Bank's Capital Structure

Our capital structure in 2024 reflects our commitment to financial stability and sustainable growth, which allows us to offer competitive banking solutions across our markets.

We remained well-capitalised throughout the year, maintaining a core capital ratio of 16.3% and a total capital ratio of 17.2%, comfortably above the regulatory minimum requirements of 12.5% and 14.5%, respectively. These strong capital ratios highlight our resilience in navigating a challenging operating environment, which has been characterised by increased competition, rapid technological advancements, evolving customer expectations, macroeconomic uncertainties, and geopolitical risks.

Despite these challenges, we achieved an impressive 30.4% YoY growth in Profit After Tax in 2024, demonstrating our robust financial performance and ability to adapt to changing market dynamics. By maintaining a diversified funding mix and a strong capital base, we continue to create value for our stakeholders while positioning ourselves for sustained growth and long-term success in an increasingly dynamic financial landscape.

Debt: Strengthening Liquidity

In TZS' Billions	2024	2023
Customers Deposits	**10,934.1**	8,856.0
Borrowings - Current	**123.1**	67.3
Borrowings - Non-Current	**1,838.6**	1,172.0
Total Debt	**12,895.8**	**10,095.3**

Equity: Long-Term Value Creation

In TZS' Billion	2024	2023
Issued Capital	**65.3**	65.3
Share Premium	**158.3**	158.3
Retained Earnings	**1,869.1**	1,491.2
Other Reserves	**39.9**	23.1
Total Equity	**2,132.6**	**1,737.9**

Diversified and Stable: Our Funding Mix

Customer deposits accounted for 75.0% of our total funding, while equity comprised 15% and borrowings constituted 10%.

Short- and Long-Term Funding Strategies

We employ a balanced funding strategy to ensure liquidity and long-term financial stability, supporting both operational needs and strategic growth.

In the short term, we utilise interbank market transactions for immediate liquidity and maintain contingency funding through established lines with local and foreign banks, ensuring operational continuity.

For long-term funding, we focus on debt financing through innovative bonds like the Samia Bond for infrastructure and the Kijani Bond for green projects. Strategic partnerships with IFC, AFDB, and EIB enhance our financial strength, enabling co-funded initiatives that drive competitiveness and sustainable growth.

Our Business Segments Empowering Growth

Message from the Chief Commercial Officer (CCO)

As we look back on the evolving landscape of the 2024 financial year, The Bank has demonstrated remarkable dynamism in navigating a range of challenges while seizing emerging opportunities to strengthen its position as a market leader. Despite the economic fluctuations in 2024, the Group has shown resilience and agility, achieving impressive performance across various segments of its operations.

The 2024 financial year marked a period of dynamic commercial growth and resilience for CRDB Bank, laying a solid foundation for sustained performance and innovation. Our teams, supported by valued partners and loyal customers, demonstrated exceptional agility, transforming market challenges into opportunities that advanced our commercial objectives and enhanced stakeholder value.

Over the past year, CRDB Bank achieved commendable progress across its core business segments, driven by disciplined execution of our strategic pillars: growing the business, ring-fending the business, and preparing the business for the future. Our commitment to customer-centric solutions significantly elevated the Group's competitive positioning in the domestic market, resulting in robust YoY growth across both retail and corporate banking portfolios.

A highlight of our commercial achievements in 2024 was the continued expansion and penetration of our retail banking services. Enhanced market engagement strategies enabled us to tap into previously underserved segments, fueling notable growth in customer deposits and lending volumes. The strength and reach of our CRDB Wakala network, comprising over 36,000+ agents nationwide, played a crucial role in delivering accessible financial services, contributing substantially to our customer acquisition and retention objectives.

Our corporate and institutional banking segments further solidified their reputation as catalysts for economic transformation by delivering tailored financial solutions that advanced growth in key sectors including agriculture, infrastructure, and manufacturing. Through responsive strategies, our Group provided innovative financing structures and strategic advisory services, successfully positioning itself as a trusted financial partner, essential for driving substantial socio-economic development.

Digital transformation remained integral to our commercial strategy in 2024. Strategic investments in technology infrastructure enhanced the reliability and functionality of our digital channels, including SimBanking, CRDB Bank Internet Banking, and agency banking platforms. As a result, we witnessed accelerated adoption of digital services, increased transaction volumes, and a significant improvement in our cost-to-income ratio, further underscoring the efficacy of our digital-first approach.

Throughout the year, prudent risk management practices enabled us to effectively mitigate external pressures, such as foreign exchange volatility and inflationary challenges. Our disciplined lending practices and proactive cost management safeguarded our balance sheet, ensuring sustained capital strength and liquidity to support ongoing customer demands and strategic initiatives.

Future Outlook

Looking forward to 2025, our strategic priorities will revolve around deepening client relationships, enhancing product offerings, and maintaining our commitment to innovation. We have plans to further invest in building robust internal capabilities, supported by data-driven insights and customer-centric innovation. As a market leader, our ambition remains clear; to be the leading dynamic, inclusive, and sustainable financial institution in the region. We believe that by continuing to foster an agile, collaborative, and forward-thinking culture, we are well-equipped to capitalise on new opportunities and sustain our trajectory of commercial success.

Boma O. Raballa

Chief Commercial Officer (CCO)

Inclusive Growth Through Innovation and Reach

Retail Banking segment has reaffirmed its commitment to inclusive, innovative, and customer-centric banking across Tanzania, Burundi, and the Democratic Republic of Congo. The Bank has successfully empowered millions of individuals, microbusinesses, and cooperatives by offering a range of accessible and reliable financial solutions tailored to meet the diverse needs of clients. By seamlessly blending traditional banking practices with cutting-edge digital innovations and proactive community outreach programs, we continue to strengthen our role as a leader in promoting financial inclusion and economic development in the regions we serve.

Bonaventura Paul

Director of Retail Banking

Retail Banking

We are committed to making banking more accessible, inclusive, and innovative. Our Retail Banking division serves individuals, MSMEs, and businesses with a wide range of tailored financial solutions, ensuring financial empowerment across all customer segments. We continue to drive financial inclusion through expansive digital banking platforms, a strong branch network, and strategic partnerships while delivering superior banking experiences.

Our Retail Banking segment remains central to driving financial inclusion and delivering innovative solutions.

Retail banking deposits have grown at a Cumulative Annual Growth Rate of 26% YoY, increasing from TZS 5.1 trillion in 2023 to TZS 6.44 trillion in 2024. This growth reflects our internal deposit mobilisation campaigns and enhanced customer acquisition strategies, including the freelancer model. Improved branch service has further strengthened customer satisfaction, boosting our Net Promoter Scores.

Retail banking loans have also seen strong growth, rising from TZS 4.1 trillion in 2023 to TZS 5.33 trillion in 2024 at a CAGR of 30% YoY. Our partnerships with MNOs for micro-loans and the automation of government loans via ESS platforms have expanded credit access.

Customer acquisition has surged, with annual account openings increasing 27% YoY, from 1,257,736 accounts in 2023 to 1.6 million accounts in 2024. Digitised onboarding via SimBanking, simplified branch procedures, and the freelancer-led account-opening model have driven this success.

An Overview of the Business and Operational Design

Well-organised to drive financial inclusion, empower small businesses, facilitate payments, and promote the growth of key economic sectors

Consumer Banking
63%

Bancassurance Banking
4.2%

Card Business
7.8%

Income
TZS 1 Tln

Loans
TZS 5.3 Tln

Deposits
TZS 6.4 Tln

Branch Operations

Business Banking
12%

Al-Barakah Banking
0.7%

Agency Banking
8.7%

Retail Banking Deposits:

Increased by 26% YoY, reaching TZS 6.44 trillion in 2024, up from TZS 5.1 trillion in 2023.

Retail Banking Loans:

Expanded by 30% YoY, rising from TZS 4.1 trillion in 2023 to TZS 5.33 trillion in 2024.

Customer Acquisition:

Account openings grew by 27% YoY, from 1,257,736 accounts in 2023 to an impressive 1.6 million accounts in 2024, driven by digitised onboarding processes and simplified procedures.

Al Barakah Banking

74% Growth in Financing
TZS 174 billion in 2024, supporting key economic sectors.

71% Deposit Growth
TZS 177 billion in 2024, reflecting strong market confidence.

In 2024, our third year of operation, Al Barakah Banking experienced remarkable growth. We expanded our customer base from 112,884 to 296,646 by the end of 2024, marking a strong 162.8% YoY increase. Our Shariah-compliant contract financing book grew from TZS 99.9 billion in 2023 to TZS 172.0 billion by the end of 2024, a 72.2% increase YoY. Similarly, customer deposits rose from TZS 103.5 to 177.8 billion in 2023 to TZS 177.8 billion in December 2024, reflecting a sharp 71.8% increase YoY.

Al Barakah Banking has been instrumental in driving financial inclusion and economic development across key sectors such as agriculture, trade, mining, transportation, and fishing. In 2024 alone, we financed agriculture worth TZS 31 billion, trade worth TZS 34 billion, and mining worth TZS 34 billion, among other sectors. This growth underscores our commitment to empowering communities through ethical financial solutions that align with Shariah principles.

We also launched innovative solutions such as value chain financing in collaboration with Puma Energies to address the needs of customers in the fuel trading business. Additionally, we introduced Takaful insurance services in partnership with Zanzibar Insurance Corporation (ZIC Takaful), extending Shariah-compliant insurance products to over 300 customers in 2024. These initiatives reflect our dedication to providing high-value services that cater to diverse customer needs while adhering to Islamic principles.

Our growth and commitment to excellence were recognised for the second consecutive year at the Global Islamic Finance Awards (GIFA), where we were awarded "Most Promising Islamic Banking Window Operation."

Key Highlights

Customer Base Growth:
Expanded from
112,884 customers in 2023 to
296,646 customers in 2024
(162.8% increase).

Shariah-Compliant Financing Book:
Grew from
TZS 99.9 Million in 2023 to
TZS 172.0 Million in 2024
(72.2% increase).

Customer Deposits:
Increased from
TZS 103.5 Million in 2023 to
TZS 177.8 Million in December 2024 (71.8% increase).

Sector Financing:
TZS 31 Billion
Agriculture
TZS 34 Billion
Trade
TZS 34 Billion
Mining

Innovative Solutions: Value chain financing with Puma Energies; Takaful insurance launched with ZIC Takaful for over
300 customers

Al Barakah Financing and Deposit-position

In Billions	Dec-24	Dec-23	Growth	Contribution to CRDB Group
Financing Book	**163.0**	92.4	76.4%	
SUKUK Investment	**9.0**	7.5	20.0%	
Total Assets	**172.0**	99.9	72.2%	1.66%
LC & Guarantees	**33.3**	17.3	92.5%	
Customer Demand Deposits CASA (Qardh)	**168.3**	89.2	88.7%	
Customer Investment Deposit (Mudharabah)	**9.5**	14.3	-33.6%	
Total Deposits	**177.8**	103.4	71.8%	1.64%

Al Barakah Income Report

In Billions	Dec-24	Dec-23	Growth	Contribution to CRDB Group
Total Shariah Financing Profit Income	**12.3**	4.5	173.3%	
Total SUKUK Investment Profit Income	**1.0**	0.6	66.7%	
Total Shariah Financing and Investment Income	**13.3**	5.1	160.8%	18.4%
Profit Sharing Expence to Mudharabah Investors	**1.1**	0.8	37.5%	
Net Shariah Financing and Investment Income	**12.2**	4.2	190.5%	
Non funding income (Fees & Commission)	**10.0**	4.0	150.0%	
Operating Profit	**22.2**	8.2	170.7%	1.34%
Customer Accounts	**296,646**	112,884	162.8%	4.60%

Dir. Abdul Ally Mohamed
Chairman

Sheikh Juma Amour
Member

Shariah Advisory Board

The Shariah Committee of CRDB Al Barakah confirms that its Islamic banking operations for the year ended 31st December 2024 were conducted in line with Shariah principles to the best of our knowledge, with any issues identified during the year properly resolved or addressed.

Dir. Xavery Makwi
Non voting Member

Sheikh Abdallah Salim
Member

Sheikh Issa Othman Issa
Member

Empowering Institutions for Sustainable Growth

Mussa Kitambi

Director of Corporate Banking

The 2024 financial year has unveiled a range of unique opportunities for the Corporate and Institutional Banking division, positioning us strategically to propel our Group towards new heights. By leveraging innovative financial solutions, enhancing client engagement, and fostering sustainable practices, we aim to provide tailored support that meets the evolving needs of our clients. Our commitment to responsible banking and investment in cutting-edge technology will not only drive profitability but also ensure long-term growth and stability in an increasingly competitive market. Through these efforts, we are set to build stronger partnerships and contribute meaningfully to the broader economic landscape.

Corporate Banking

In 2024, we strengthened our Syndication Unit by expanding partnerships with local, regional, and international counterparties, facilitating syndication deals worth $ 520 million across key sectors, including public projects, oil and gas, tobacco, mining, and transportation. As lead arranger, co-arranger, participant, and security agent, we supported de-risking facilities and importation projects valued at $ 320 million per deal, demonstrating our expertise in capital sourcing and management.

Our Agribusiness Agribusiness Unit played a vital role in supporting Tanzania's agriculture sector by extending credit facilities totalling TZS 2.01 trillion ($793 million) in 2024—45% of the country's total agricultural financing. This marks a 42% increase from TZS 1.04 trillion in 2023. By financing players across the agricultural value chain, from input suppliers to processors and exporters, we strengthened productivity and market access, reinforcing agriculture's role as a key driver of economic growth.

Financial Highlights

TZS 4,678 Billion
Assets

11.78%
Portfolio Yield

TZS 4,264 Billion
Off balance sheet

2.72%
NPL Ratio

Operational Highlights

USD 520 million
syndicated deals Funds
Expanding access to structured capital

TZS 2.01 trillion
Agribusiness Financing
Supporting 45% of Tanzania's agricultural credit

$200 million **GCF Funding &**
$300 million **Green Bond Initiative**
Promoting sustainable investments.

TZS 10.2B invested in Cooperative Bank of Tanzania
Strengthening cooperative banking.

Arranged syndication deals worth
USD 520 Million
across sectors such as public projects, oil and gas, mining, transportation, and tobacco.

Facilitated importation projects valued up to
USD 320 Million

Agribusiness Financing Successes

Extended credit facilities totalling

TZS 2.01 Trillion ($793 million)
in 2024 (45% of total agricultural financing; +42% YoY).

Developed a digital platform with TFRA to streamline fertiliser distribution for over

8 Million
smallholder farmers ensuring transparency and efficiency

Supported key sectors such as

Agriculture
TZS 31 Billion

Trade
TZS 34 Billion

Mining
TZS 34 Billion
through tailored financial solutions

Driving Financial Resilience Through Market Leadership.

Alexander Ngusaru
Director of Treasury and Capital Markets

The Treasury and Capital Markets Division significantly enhanced its role as a strategic anchor for the Group. By effectively analysing market trends and economic indicators, the division skilfully navigated a complex and evolving macroeconomic landscape characterised by fluctuations in interest rates and geopolitical uncertainties. Through precise forecasting and proactive risk management strategies, the division not only safeguarded the Group's financial stability but also identified new opportunities for growth. This approach allowed the organisation to maintain its competitive edge and build resilience in an ever-changing market

Treasury and Capital Markets

TZS 262 Billion
IPO funds (81%) mobilised digitally

94%
of investors onboarded through SimBanking

Global rating by Moody's, reinforcing financial stability

In 2024, we became the first local bank in Tanzania to secure a Brokerage Licence, marking a strategic shift towards full-scale investment banking. This milestone reinforces our position as a one-stop financial services provider, enabling us to offer transaction advisory, sponsoring brokerage, trading, corporate finance, and wealth management services—directly contributing to improved market liquidity and advancing the Tanzanian Government's Capital Markets agenda.

We also pioneered the digitisation of IPO management through our SimBanking platform, enabling customers to conveniently open investment accounts and participate in IPOs. This innovation mobilised TZS 262 billion—81% of total funds raised—and onboarded over 6,800 digital investors, underscoring the power of digital channels in broadening market access.

Further strengthening our investment offerings, we launched three unique Collective Investment Schemes in partnership with licensed fund managers. This included a landmark collaboration with Sanlam Investments East Africa ($ 4 billion AUM), providing access to offshore opportunities. The introduction of the HALAL Fund and INUKA Money Market Fund has opened up cross-border investments across the EAC and SADC regions in equities, bonds, and ETFs.

We also successfully structured and secured regulatory approval for the Samia Infrastructure Bond—the second tranche under our sustainability bond programme—amounting to TZS 150 billion. This reaffirmed our commitment to financing sustainable development while diversifying long-term funding sources.

TZS 323 Billion
raised (115% oversubscription)

7,000+
new investors, majority retail

90%+
participation via SimBanking, enabling seamless self-service

To support inclusive growth, we mobilised funding from international financial institutions and global capital markets, directing resources to key sectors including SMEs, women and youth-led enterprises, green financing programmes, and agriculture. Our strong financial standing and growth outlook attracted interest from a diverse pool of international commercial banks, African financial institutions, and development partners.

Global Capital Mobilisation

- Secured over **USD 600 million** in medium to long-term facilities
- Funds directed to SMEs, women and youth-led businesses, green finance, and agriculture
- Backed by international commercial banks, African financial institutions, and development partners

Advancing Our Sustainability Commitment

Our commitment to sustainable finance drives impactful solutions for environmental and economic progress. In 2024, we achieved key milestones, reinforcing our leadership in sustainability.

Sustainable Finance Portfolio FY 2024

Eligible Activities	Amount (TZS Billion)	Status
Sustainable Agriculture	68.8	Refinanced
Sustainable Agriculture	5.5	New Disbursed Loans
Renewable Energy	12.6	New Disbursed Loans
Total Eligible Activities	**86.9**	

Green Bond Utilisation

Through our Green Bond program, projects worth TZS 86.9 billion (51%) were validated by the Sustainability Bond Committee as eligible for green bond proceeds. These projects are expected to deliver transformative impacts, including the installation of 5 MW renewable energy capacity, annual generation of 14 GWh of clean energy, and a reduction of 13.87 million tons of CO_2 emissions per year.

Green Climate Fund (GCF) Achievements

As an accredited entity of the Green Climate Fund (GCF), we secured $ 200 million to support climate adaptation technologies and practices and launched a $300 million Green Bond initiative to finance eco-friendly investments across multiple sectors. This funding targets 1.2 million direct beneficiaries and 4.9 million indirect beneficiaries over the program's lifetime. Additionally, we piloted Weather Index Insurance to de-risk farmers in vulnerable areas affected by critical weather uncertainties, further enhancing resilience within the agricultural sector.

Innovative Lending Products

Our innovative lending products under the Kijani Proposition have been instrumental in promoting sustainable practices. These include the Angaza Loan for solar energy financing, Nishati Safi Loan supporting LPG and biogas adoption for schools and industries, and the Recycle Loan facilitating waste conversion into raw materials for production.

Digital Innovation in Agriculture

In agriculture, we developed a digital platform in collaboration with TFRA to streamline fertiliser distribution for over **8 million** smallholder farmers, ensuring transparency and efficiency in subsidy allocation. This initiative has significantly enhanced productivity and accessibility for farmers across Tanzania.

Manufactured Capital

Strengthening Infrastructure for Resilient Growth

Highlights

250
Branches

9
Mobile Branches, increasing last-mile connectivity

684
ATMs enabling 24/7 access to cash and services

4,708
POS Machines, supporting cashless transactions

103,104
QR & Lipa Namba Merchants driving digital payment adoption

At CRDB Bank, our commitment to manufactured capital underpins our ability to scale, innovate, and sustain long-term growth. By continuously enhancing our physical and digital infrastructure, we create a robust financial ecosystem that drives operational efficiency, expands financial access, and strengthens service delivery. Our investments in branch networks, digital banking, green buildings, and core banking systems ensure we remain future-ready, resilient, and positioned for sustained success.

Expanding Our Physical Network for Greater Reach

Bruce Mwile

Chief Operations Officer (COO)

The 2024 financial year marked a transformative phase for CRDB Bank Group, enhancing operational capabilities and efficiency across divisions. A key achievement was the stabilisation and improvement of our IT infrastructure, which strengthened our resilience and accelerated innovation, ensuring reliable and seamless banking services for our customers.

Advancing Digital Transformation and Innovation

Digital transformation is at the heart of our strategy, enabling us to optimise processes, reduce costs, and deliver a superior customer experience. In 2024, we rolled out advanced Internet Banking and SimBanking mobile services in key markets such as the Democratic Republic of Congo (DRC) and Burundi, underscoring our commitment to innovation and inclusive finance. These enhancements have streamlined operations and empowered clients with secure, accessible financial solutions tailored to their needs. We also integrated paperless banking initiatives – including e-KYC, OPTIMA, and SAVY – to further improve efficiency. By digitising customer onboarding and internal workflows, we significantly reduced reliance on physical paperwork and branch visits, accelerating service delivery.

As Chief Operations Officer, I am proud of how our disciplined execution and relentless focus on innovation have turned our strategic vision into measurable results. We are not only adapting swiftly to new market dynamics, but also setting industry benchmarks for operational excellence. Our commitment to continuous process improvement means we remain well-positioned for sustainable growth and exceptional customer engagement in the years to come.

Network Expansion Highlights (FY 2024)

Strategic ATM installations, improving self-service banking accessibility

New branches launched, extending coverage in high-demand regions

Upgrades to existing branches, integrating modern banking experiences

Expanding Our Network and Enhancing Customer Access

While advancing digital channels, we also broadened our physical presence to reinforce market leadership and bring our services closer to customers. As a leading financial institution in Tanzania, Burundi, and now the DRC, we continued to strengthen our branch and ATM network to expand reach and convenience. An omni-channel approach – connecting robust digital platforms with an expanding branch footprint – allows us to serve diverse customer segments and ensure that quality financial services are within reach for individuals and businesses alike.

In 2024, our network expansion efforts were substantial and strategic:

- New Branches: We opened new branches in high-demand regions (including our new market in the DRC), extending our market reach and supporting local economic growth.
- ATM Deployments: We installed additional ATMs and optimised their locations to improve banking accessibility in both urban and rural areas.
- Branch Upgrades: We modernised several existing branches with digital service zones and advanced banking systems, enriching the in-branch customer experience.

These investments in our physical network not only increase customer accessibility but also solidify CRDB's position as a bank of choice in the communities we serve.

Sustainable Infrastructure and Resilient Operations

In line with our commitment to sustainability, we have embedded environmental stewardship into our operational improvements. Our new headquarters in Tanzania, certified under IFC's EDGE green building standards, has set a benchmark in green banking infrastructure. This eco-efficient head office operates with 20% lower energy and water consumption compared to conventional buildings, demonstrating our dedication to reducing our environmental footprint. We have also expanded paperless banking practices across the Group, which has significantly cut down on operational emissions and waste. Notably, the rollout of digital KYC processes (e-KYC) has eliminated the need for paper-based documentation, reflecting our drive to innovate responsibly.

By investing in sustainable infrastructure and embracing green initiatives, we are leading the way in responsible banking while also enhancing the long-term resilience of our operations. These efforts ensure that our growth is balanced with environmental consciousness and that our services remain dependable even as we adapt to global challenges such as climate change.

Sustainability Achievements

20% lower energy and water consumption at our IFC EDGE-certified HQ

Paperless banking initiatives reducing operational emissions

E-KYC rollout, eliminating the need for physical documentation

Technology and Core Banking System Upgrades

To strengthen our operational backbone, we are making significant investments in ICT and core banking systems that enhance security, efficiency, and scalability.

ICT and Core Banking Investments

47% of FY25 CAPEX allocated to ICT, supporting mission-critical upgrades

Continuous investment in digital solutions and cybersecurity

New core banking system implementation, improving system reliability

Future Outlook: Strengthening Foundations for Growth

Looking ahead, we remain dedicated to expanding, modernising, and digitising our manufactured capital assets to enhance resilience and long-term value creation. Our focus will be on:

Further expanding digital banking capabilities to drive adoption

Strengthening ICT infrastructure for improved security and efficiency

Advancing sustainable banking practices, minimising our environmental footprint

Enhancing customer touchpoints, ensuring seamless omnichannel experiences

Forward-Looking

The successes of 2024 have reinforced the foundation for CRDB Bank Group's future. We enter 2025 with a stronger, smarter, and more agile operation. Our focus remains on leveraging technology, innovation, and prudent operational management to drive value for our customers and stakeholders. As we look ahead, we will continue to cultivate a culture of excellence and adaptability – one that keeps us at the forefront of the banking industry. We are confident that our digital transformation journey, ongoing process improvements, and sustainability initiatives will propel us to new heights, cementing CRDB Bank Group's position as a market leader and a trusted partner in the communities we serve.

Through these efforts, we will continue to build a strong, future-ready banking ecosystem that serves as a foundation for long-term resilience, innovation, and sustained success.

Intellectual Capital

Harnessing Innovation for Sustainable Growth

Our intellectual capital is at the core of our resilience and sustained growth, enabling us to drive financial inclusion, enhance customer experiences, and strengthen operational efficiencies. As we continue building a future-ready Bank, we remain focused on digital transformation, cybersecurity, and data protection, ensuring we stay ahead in a rapidly evolving financial landscape.

Advancing Digital Transformation for Seamless Banking

We are transforming our digital presence by offering simpler, more seamless interactions through our digital platforms while maintaining extensive customer reach through our leading branch network. Our commitment to digital transformation is shaping the 'Bank of the Future,' where customers can access financial services conveniently through mobile devices.

Online Transactions

Internet and mobile banking

Our suite of digital solutions—including **Simbanking, Internet Banking, Point of Sale (POS) machines, and Agency Banking (Fahari Huduma)**—allows customers to:

- Access credit
- Make intra-bank and interbank transfers
- Send money to mobile wallets
- Conduct vendor and merchant payments

The adoption of e-KYC, replacing traditional physical KYC, has streamlined onboarding and significantly reduced paper consumption.

We have also introduced paperless solutions such as OPTIMA and SAVY, which enable digital financial transactions with supporting documents, eliminating the need for printed vouchers.

By promoting the use of digital banking platforms, we are actively reducing emissions associated with travel and large branch operations while improving financial inclusion, particularly for underserved communities.

Expanding Digital Financial Inclusion

Digital financial inclusion remains a cornerstone of our strategy, ensuring that individuals from low-income and underbanked segments have access to affordable financial products. Our CRDB Bank Foundation and iMBEJU Programme play a pivotal role in supporting entrepreneurs and small businesses, leveraging digital solutions to drive economic empowerment.

Through various initiatives, we have empowered thousands, extending financial services to 127,801 beneficiaries.

Strategic Investments in Technology

We are making significant investments in technology to strengthen our infrastructure and enhance digital capabilities:

TZS 120 Billion
allocated as capital expenditure for FY25

47%
of this investment dedicated to Information and Communication Technology (ICT)

Ongoing implementation of a **new core banking system** to improve reliability and efficiency

Continued **advancements in cybersecurity** measures to safeguard data and mitigate risks

These investments are key to future-proofing our operations, ensuring seamless digital banking experiences, and reinforcing our cybersecurity framework.

Enhancing Customer Engagement Through Digital Solutions

At CRDB Bank, customer engagement is at the heart of our digital transformation journey. By leveraging technology, we continue to enhance accessibility, convenience, and personalised interactions, ensuring that customers receive seamless and efficient banking services. Our approach integrates multiple digital touchpoints, making banking more intuitive and responsive to customer needs.

Net Promoter Score (NPS): A Measure of Customer Loyalty

To gain deeper insights into customer satisfaction and loyalty, we introduced the Net Promoter Score (NPS) Survey—a globally recognised metric that evaluates the likelihood of customers recommending our products and services. NPS has become a crucial tool in identifying areas for improvement, allowing us to refine our offerings based on real-time feedback. By analysing customer sentiments, we can proactively enhance service delivery and strengthen long-term relationships, reinforcing our commitment to excellence in customer experience.

Online Video Tutorials: Empowering Customers with Knowledge

As digital banking solutions evolve, so do customer expectations for seamless access to financial services. To support this shift, we introduced online video tutorials—an intuitive engagement tool designed to guide customers through our digital banking platforms. These tutorials are available on our official website, social media platforms, and a dedicated YouTube playlist. By enabling self-service learning, this initiative improves service efficiency, accelerates digital adoption, and enhances the overall banking experience without requiring customers to visit a physical branch or contact centre.

Real-Time Customer Feedback Through SMS Shortcode 15089

To enhance service quality and responsiveness, we deployed an innovative digital feedback tool using SMS Shortcode 15089. This solution allows customers to share their experiences in real time, directly from their mobile devices. By integrating this feedback mechanism into our service framework, we can address concerns more efficiently while continuously refining our customer engagement strategies.

This pioneering initiative positions CRDB Bank as the first financial institution in Eastern, Sub-Saharan, and West Africa to implement such a solution, underscoring our leadership in customer-centric innovation.

Elle Chatbot: AI-Powered Assistance for Instant Support

Our AI-driven Elle Chatbot represents a significant step in advancing digital customer support. Deployed across CRDB Bank's website live chat and WhatsApp Business, Elle enhances accessibility by offering instant responses to customer queries. This innovation not only reduces wait times but also promotes self-service options, increases digital engagement, and ensures a seamless experience for customers. As the first Bank in East Africa to introduce a chatbot across both platforms, we continue to lead in digital financial services, ensuring that customers receive support whenever and wherever they need it.

Cybersecurity and Data Protection: Strengthening Digital Trust

With the increasing digitalisation of financial services, cybersecurity and data protection are paramount to maintaining trust and operational resilience.

Robust Cybersecurity Framework

Our cybersecurity policy, reviewed annually, is based on the 'assumed breach' principle, ensuring we prioritise prevention, detection, and rapid response to cyber threats. Key initiatives in 2024 included:

24/7 Cyber Threat Monitoring: A dedicated Security Operations Centre (SOC) operates round the clock to detect and mitigate risks.

PCI DSS & ISO 27001 Re-certifications: Validating our adherence to global security standards for data protection and information security.

Cyber Threat Hunting Programme: Actively identifying vulnerabilities and strengthening internal defences.

Employee & Customer Awareness Programmes: Comprehensive training sessions and security reminders to mitigate risks.

Data Protection and Compliance

We are committed to safeguarding customer information in alignment with regulatory standards, including the Personal Data Protection Act. Our approach includes:

- Regular Data Protection Impact Assessments (DPIAs)
- Vendor due diligence and stringent data encryption measures
- Access controls to limit data exposure to authorised personnel
- Training programmes for employees and dedicated privacy teams

By prioritising cybersecurity and data protection, we ensure compliance, build customer confidence, and reinforce the integrity of our digital banking ecosystem.

Driving Sustainable Innovation for the Future

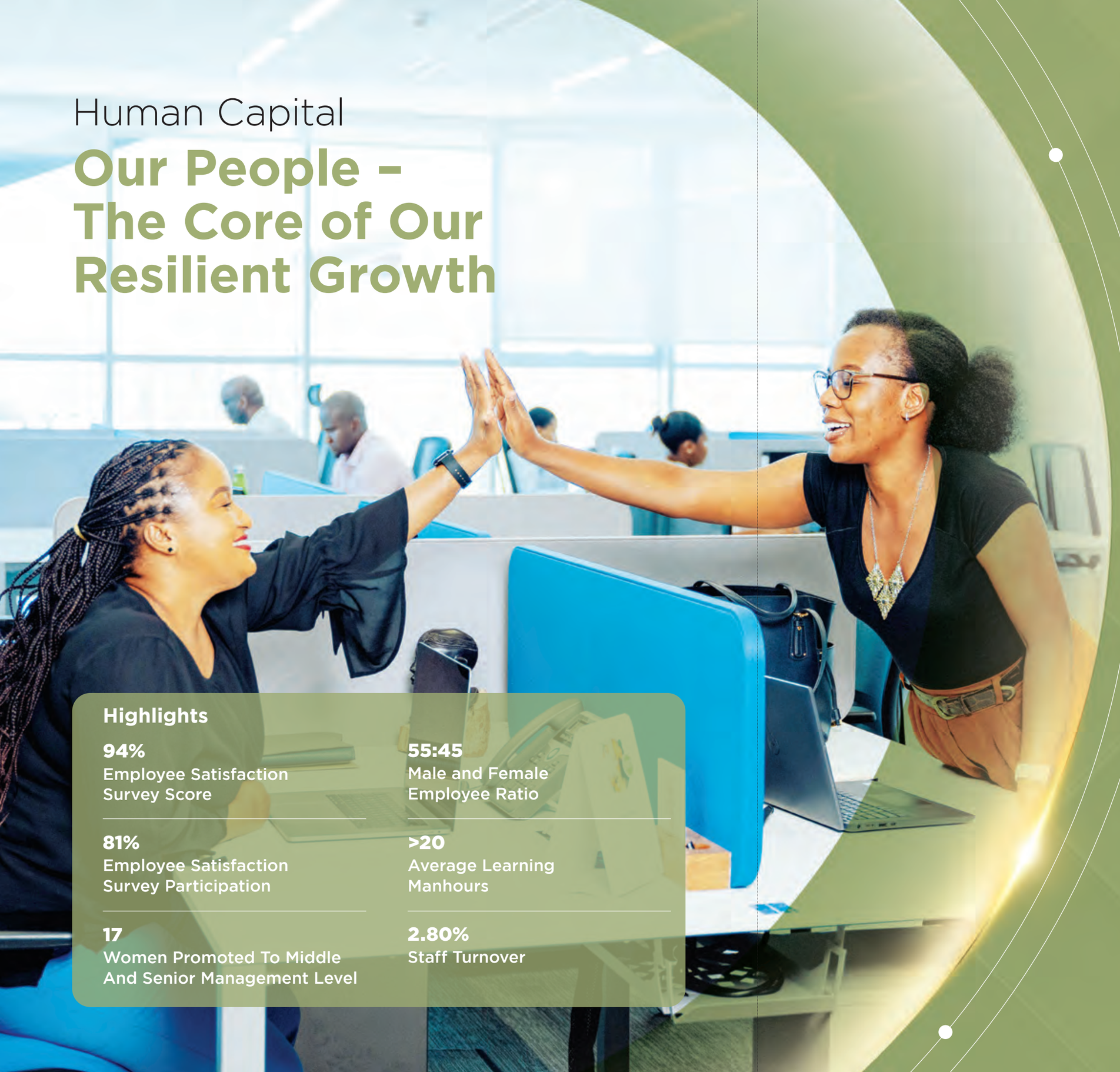
Our digital-first approach aligns with our broader commitment to sustainability, reducing our carbon footprint while driving efficiency. We are continuously innovating to support the transition to a low-carbon economy, minimising our environmental impact by:

- **Encouraging digital banking adoption to reduce physical branch visits and related emissions**
- **Implementing paperless solutions across operations**
- **Advancing green building practices, such as our IFC EDGE-certified Head Office, which operates with 20% lower energy and water consumption**

As we build a resilient and sustainable future, we remain committed to leveraging technology and innovation to enhance customer experiences, strengthen security, and expand financial inclusion.

Human Capital

Our People – The Core of Our Resilient Growth



Highlights

94%
Employee Satisfaction Survey Score

55:45
Male and Female Employee Ratio

81%
Employee Satisfaction Survey Participation

>20
Average Learning Manhours

17
Women Promoted To Middle And Senior Management Level

2.80%
Staff Turnover

At CRDB Bank, our people are at the heart of our success. We are committed to fostering a high-performance culture that empowers employees, nurtures leadership, and ensures long-term business sustainability. Our approach is rooted in continuous learning, with leadership development programmes covering key competencies such as team leadership, communication, decision-making, and thought leadership. Through structured talent management and succession planning, we identify, develop, and retain top talent, building a strong leadership pipeline to drive the Bank's continued growth.

Building resilience for sustained growth requires a workforce that is agile, capable, and future-ready. Our performance management system aligns employee capabilities with business objectives, fostering continuous engagement between line managers and employees. By ensuring timely feedback, recognition, and career development, we create an environment where our people thrive, strengthening the foundation for long-term success.

Empowering Talent to Drive Sustainable Performance

Godfrey Rutasingwa

Director of Human Resources

Our employees are the cornerstone of our success and play a vital role in achieving our strategic objectives. We recognise that fostering a culture of growth and development is essential; investing in our people's skills and capabilities enables them to thrive in their roles and contribute to our overall performance. This commitment to empowerment enhances individual potential and drives our Bank towards a more sustainable and prosperous future.

Talent Management

CRDB Bank adopts a structured approach to talent management, ensuring the identification, acquisition, development, and retention of high-potential employees. Our talent identification process is guided by the CRDB Talent Framework, which assesses individuals' potential for senior roles based on a combination of performance and leadership capabilities. This approach enhances employee engagement and strengthens loyalty, aligning with our strategic focus on leadership development.

No. of Employees by Country

Tanzania	DRC	Burundi	Total Employees -CRDB Group
4,006 FY 2024	59 FY 2024	186 FY 2024	4,251 FY 2024
3,790 FY 2023	26 FY 2023	146 FY 2023	3,962 FY 2023

Employee Tenures

0-5 years

FY 2024	1,589
FY 2023	1,366

6-10 years

FY 2024	1,000
FY 2023	1,266

11-20 years

FY 2024	1,188
FY 2023	1,100

Above 20 years

FY 2024	229
FY 2023	229

No. of Employees

Number of Staff

FY 2024	4,251
FY 2023	3,961

Employee Turnover

	FY 2024	FY 2023
Male	59%	60%
Female	41%	40%

Total voluntary employee turnover

FY 2024	116
FY 2023	105

New Hires

	FY 2024	FY 2023
Male	51%	54%
Female	49%	46%

Total new hires

FY 2024	386
FY 2023	334

Succession Planning

CRDB Bank prioritises succession planning to build a robust leadership pipeline and ensure business continuity. We identify critical roles, assess talent and potential successors, develop leadership capabilities, and monitor readiness at various levels. Successors are tracked, developed, and transitioned seamlessly into leadership roles, reinforcing our commitment to leadership excellence. We have achieved 97% coverage of key development areas for successors, with leadership programmes covering Team Leadership, Motivation, Communication, Thought Leadership, Decision-Making, and Stress Management.

At the Group level, we have identified 57 successors for ExCo positions, maintaining a 25:75 ratio. In subsidiaries, 28 successors have been identified, also maintaining a 25:75 ratio.

Talent Pool and Successors by Gender Distribution

CRDB Parent

	Male (%)	Female (%)	Total
Current EXCO Level	16 (94%)	1 (6%)	17
Successors	43 (75%)	14 (25%)	57

CRDB Subsidiaries

	Male (%)	Female (%)	Total
Current EXCO Level	2 (50%)	2 (50%)	4
Successors	21 (86%)	7 (33%)	28

Employee Engagement: Fostering a Connected and Purpose-Driven Workforce

At CRDB Bank, we are committed to fostering an engaged workforce aligned with our purpose, values, mission, and vision. Through targeted initiatives, we create an environment where employees thrive and achieve excellence.

In 2024, we expanded our engagement efforts by introducing new volunteering programmes, including skills-based financial literacy sessions that **reached 150 women and young girls in Zanzibar via the Imbeju Platform.** Our employees also took part in community-driven initiatives, such as donating medical supplies and cleaning hospitals, benefiting two hospitals in Zanzibar and Dodoma with the participation of 456 employees. Additionally, we mobilised employees for donation drives, contributing essential items such as shoes, clothes, books, and bags to underserved communities.

Beyond social impact, we strengthened internal engagement through a series of activities across our network, including:

CRDB Marathon events

CRDB SUPA CUP tournaments

Women's Day celebrations

Cancer Fun Walk

Father's Day and Men's Day events

Expanding Employee Engagement Initiatives

Our engagement strategy has grown significantly over the years, with FY 2024 witnessing an impressive surge in participation. Key initiatives included:

- Mental health and stress management workshops
- Employee wellness awareness campaigns
- Cancer Awareness Month and Fun Walks
- Women in Leadership events
- Health screenings for BMI, hypertension, hepatitis B, cervical and prostate cancer
- AIDS Day awareness
- Launch of the HE4SHE programme in 2024

This expanded focus resulted in a remarkable increase in participation from 16,863 in 2023 to 25,929 in 2024—a growth of 53.8% engagements, underscoring our commitment to employee well-being, inclusivity, and a thriving workplace culture.

Employee Well-being: A Holistic Approach to a Healthier Workforce

At CRDB Bank, we recognise that employee well-being is fundamental to both individual and organisational success. Our approach fosters a workplace culture that enables employees to proactively manage their health—physically, mentally, and emotionally—so they can perform at their best.

In 2024, we deepened our well-being initiatives, strengthening partnerships with external stakeholders to provide professional counselling services. These services supported employees and their dependants in managing everyday challenges, work-related stress, and health concerns. Grieving employees and families of late colleagues also received psychological support.

Our focus extended beyond physical and mental wellness to include stress management and relationship-building through awareness sessions and counselling. Virtual sessions covered essential topics such as Parenting & Digital Detox, My Health, My Right, My Choice, and Prevention of Workplace Disputes.

Strengthening Health and Wellness Initiatives

We enhanced our well-being programmes through:

Health Screening and Awareness Campaigns

- BMI, Hypertension, and Hepatitis B screenings
- AIDS Day awareness events
- Cancer Awareness Month, themed 'Close the Care Gap,' including:
  - Pink Ribbon Day in honour of affected employees and loved ones
  - Cancer awareness sessions across the organisation
  - Panel discussions with cancer survivors and caregivers
  - Free screenings for cervical, breast, and prostate cancer
  - Cancer Fun Walk as the month's concluding event

Employee Engagement and Wellness Activities

- Quarterly TGIF gatherings
- CRDB SUPA CUP tournaments
- Mental health workshops and stress management sessions
- Employee Wellness Awareness campaigns
- Father's Day and Men's Day celebrations
- International Women's Day and Women in Leadership events
- He4She mentoring programme launch in 2024

Measurable Impact

The impact of our initiatives is reflected in rising employee participation across various wellness activities:

Activity	Participation in FY 2023	Participation in FY 2024	YoY Growth
Quarterly TGIFs	1,800	**3,200**	43%
CRDB SUPA CUP	400	**700**	42%
Mental Health Workshops	1,500	**2,000**	25%
Stress Management	1,250	**870**	30%
Valentine's Day	1,500	**2,900**	48%
Wellness Awareness Campaigns	870	**2,700**	67%
Cancer Awareness Month	800	**3,500**	77%
Cancer Fun Walk	–	**570**	First Year
Employee Volunteering	–	**456**	First Year
Father's Day	–	**2,164**	First Year
Men's Day	1,500	**1,600**	6%
IWD	2,500	**2,900**	14%
Women in Leadership	180	**180**	No Change
Health Screenings	966	**1,093**	11%
AIDS Day	–	**440**	First Year
HE4SHE Mentoring	–	**200**	First Year

Positive Outcomes

80%

of employees reported increased engagement in wellness programmes, particularly in health screenings, stress management, and mental health workshops.

70%+

stated that these initiatives positively impacted their well-being, leading to improved physical health, reduced stress, and enhanced productivity.

Employees expressed interest in personalised wellness options, such as one-on-one consultations with fitness trainers and nutritionists.

As we move forward, CRDB Bank remains committed to evolving its well-being strategy to support a healthier, more engaged workforce.

Workforce Diversity: Fostering an Inclusive and Equitable Workplace

At CRDB Bank, diversity, equity, and inclusion (DEI) are embedded in our organisational culture. We are committed to creating an inclusive workplace where employees can bring their true selves to work, feel a sense of belonging, and contribute meaningfully without fear of bias or retaliation. With a presence across multiple jurisdictions, we prioritise recruiting, developing, and retaining a diverse workforce while fostering a culture that embraces different perspectives and backgrounds.

Our DEI strategy is anchored on three core pillars—gender, diversity, and inclusion—which drive our efforts to build a more equitable and representative organisation.

Percentage of Employees by Gender

	FY 2024	FY 2023
Male	55%	56%
Female	45%	44%

Senior Leaders (middle management and above)

	FY 2024	FY 2023
Male	79%	80%
Female	26%	24%

No. of Women in Management

Executive

FY 2024	1
FY 2023	0

Senior Management

FY 2024	0
FY 2023	1

Middle management

FY 2024	17
FY 2023	16

Percentage of Employees by Age

Below 35 years

FY 2024	38%
FY 2023	38%

Between 35 and 50 years

FY 2024	55%
FY 2023	55%

Above 50 years

FY 2024	7%
FY 2023	7%

Advancing Women's Empowerment

Women's empowerment remains a key strategic priority as we continue to equip female employees with the skills and opportunities necessary for leadership roles. In line with this commitment, CRDB Bank launched several initiatives in 2024, including:

HE4She Mentorship Programme

Providing structured mentorship for aspiring female leaders.

Leadership Development Programmes

- ATE Female Future Programme
- CRDB Senior Leaders Programme
- Transformative Leadership Programme
- CEO Apprenticeship Programme

International Women's Day (IWD) and Leadership Café

Engaging 931 female employees across various empowerment events.

Training and Development

A total of 829 female employees participated in leadership and skills development programmes.

Additionally, we hosted our first Youth Forum under the theme 'Unlock Your Potential', enrolling 100 employees—54% of whom were women—further strengthening our commitment to nurturing young talent.

Board Diversity: Strengthening Corporate Governance

Board diversity is fundamental to our corporate governance framework, enabling more effective decision-making through varied perspectives and expertise. A diverse Board enhances our ability to serve stakeholders, drive innovation, and remain competitive in a dynamic business environment.

Our proactive approach to Board diversity includes:

Strategic diversity targets	Inclusive policies	Continuous development	Transparency & Accountability
Ensuring representation across gender, ethnicity, age, and professional backgrounds.	Actively encouraging female leadership through targeted recruitment and headhunting.	Board members undergo regular training on diversity's role in effective governance.	We are committed to reporting on diversity metrics and progress.

As of 2024, our Board's gender diversity ratio stands at 85:15 (Male: Female).

We have structured strategies in place to increase female representation through mentorship, leadership programmes, and targeted recruitment efforts.

At CRDB Bank, diversity is more than a compliance measure—it is a business imperative that strengthens our resilience, enhances our reputation, and ensures long-term success in a rapidly evolving landscape.

Training and Development

CRDB Bank is committed to building and sustaining key talent within the organisation, fostering business growth through strategic learning initiatives. Aligning with our five-year strategy and 2024 development priorities, we have focused on lifelong learning and cultivating a new generation of inspirational and distinctive leaders across its subsidiaries.

Over 4,000 employees have benefited from diverse training delivery models, including workshops, seminars, digital learning, and in-person sessions. Capacity-building efforts have emphasised leadership, technical competencies, business growth, study tours, exchange programmes, certifications, mandatory training, women's development, mentorship/coaching, and soft skills enhancement.

Employees have actively utilised the Bank's online learning platform (LinkedIn), with an engagement rate exceeding 90% and an average learning time of 46.3 hours.

To promote accessibility and sustainability, 57% of training sessions were conducted virtually, while 8% followed a blended learning approach.

Induction Programme for New Board Members

New Board members undergo a structured induction programme to familiarise them with our business, organisational structure, subsidiaries, governance roles, strategic objectives, policies, and operational framework. The induction package includes Board charters, recent financial reports, and governing laws and regulations. Additionally, the Company Secretary provides comprehensive guidance on our corporate governance framework.

Board Training and Development

Board members receive training on their fiduciary duties and responsibilities, ensuring a clear understanding of corporate governance principles and sound decision-making.

Continuous training is mandated to keep Board members informed on evolving business and regulatory landscapes. The Board conducts annual training needs assessments to facilitate ongoing development.

Non-Executive Directors enhance their skills through regular interactions with senior management and updates on legislative, policy, and industry trends.

The Bank successfully delivered Board training sessions in 2024, as detailed below:

Training Type and Description	Date	Trainer
Committee Training 1 – Board oversight on credit, data analytics & AI, governing strategic performance	3–7 June 2024	Common Purpose Asia-Pacific Ltd
Committee Training 2 – Blockchain & cryptocurrency, AI for productivity, green finance, sustainability reporting, future leadership	1–5 July 2024	Alhuda CIBE FZ LLE & i2i Group Inc.
Global IIA International Conference – AI, cybersecurity, sustainability, global audit standards, leadership & Board relations	13–18 July 2024	Global Institute of Internal Auditors
Board & Management Study Tour – Digital financial inclusion, cybersecurity, regulatory policies, digital innovation	23–27 September 2024	Common Purpose Asia-Pacific Ltd

Employee Performance Management

We foster a strong performance-driven culture that aligns employee capabilities, roles, and rewards to optimise performance. Our performance management system serves as the foundation for structured feedback, recognition, development opportunities, and corrective action plans to enhance effectiveness.

Our performance cycle runs from January to December, promoting continuous engagement between line managers and employees. This ensures timely feedback and targeted interventions, enabling employees to improve and contribute effectively to our strategic goals.

Internal Talent Growth

In FY 2024

30.4% of positions (168 roles)

were filled internally, reinforcing CRDB Bank's commitment to employee development.

Employee Recognition

In FY 2024

140 employees

across branches and departments were honoured with recognition awards for their outstanding performance and dedication—doubling from **69** in the previous year.

Social and
Relationship Capital

Investing and Nurturing Where it Matters

Highlights

TZS 2.31 Billion
in CSI initiatives

10,000 Trees
planted

Our commitment to accountability is what enhances our value creation at CRDB Bank Plc. This accountability is reinforced by investments that optimise social, economic, and environmental development in the communities we serve.

We address community needs through targeted initiatives, further aligning the mission of transforming lives and the Bank's strategy.

In essence, we invest where it matters the most.

Corporate Social Investment (CSI)

We continued to invest in Corporate Social Investment (CSI) in FY 2024 to contribute to sustainable, economic, and community development initiatives, and enhance the overall community well-being.

CRDB Bank Plc invested TZS 2.3 Billion in total for varied initiatives.

Corporate Social Investment – FY 2024

TZS 1 Billion
Education

TZS 156 Million
Health

TZS 432 Million
Youth and Women Empowerment

TZS 281.3 Million
Environment

Education

Education has been an integral pillar of our Corporate Social Investment (CSI). In FY 2024, we constructed toilets and classrooms in several districts including Muheza, Nyamagana, Kondoa, and Babti, enabling increased access to education and decreased dropout rates.

Schools Impacted

Omumwani Bukoba Secondary School

Isabe Primary School in Kondoa

New Shikizi Muungano Primary School in Manyara

Kiloleni Primary School in Shinyanga

Kikilo Secondary School in Manyara

Misufini Primary School in Muheza, Tanga

Inclusive Efforts: Ensuring Opportunities for All

Endagikot. Primary School in Mbulu-Manyara

We built a designated special needs classroom for children with disabilities.

Safina Orphanage Centre

We funded 58 orphaned students in primary and secondary schools.

Keti Jifunze Campaign Impact

'**Keti Jifunze**,' our flagship programme, continued across eight of our zones. It supplements the government's efforts to facilitate better learning settings.

Reached	Provided	Amount invested
70+ councils and **100+** schools	**5,000+** desks and chairs	**700M+**

Taifa Cup Scholarship Programme

CRDB Bank Plc's Taifa Cup Scholarship Programme supports vocational and technical training for girls across various sectors such as healthcare, engineering, hospitality, and technology.

By covering their tuition, we enable these young women to acquire practical skills, opening up opportunities for job advancement and professional development. This initiative has successfully seen several participants completing their degrees and entering the workforce with essential expertise.

Broader Community Impact

Desks and chairs have at least 15 years of durability, which will benefit multiple generations. Given their lifespan, we have estimated the number of impacted students assuming that each school serves a new batch of students.

95,775-119,700
Students to be impacted

Enhanced Learning Environment
More focus and comfort since students no longer sit on the floor

Improved Classroom Management
Effective sessions due to organised seating

Minimal Dropout Rates
More attendance due to a supportive environment

Equity in Education
Bridging educational gaps

Health

We are committed to enhancing the well-being of Tanzanians. In FY 2024, our investments were directed towards addressing key health challenges, promoting health education, and improving access to medical services.

Enabling Better Healthcare Access and Quality

Professor Jay Foundation
Supports individuals with kidney disease, enhancing access to treatment and care.

Health Sector Research
Funds research that informs government policies and healthcare service improvements.

Mukulu Health Centre
Enhances healthcare access in underserved areas, benefiting thousands of residents.

Hospital Benches for Nyamagama Hospital
Donation of benches improves comfort and hospital experience at Nyamagama Hospital.

World Health Assembly (WHA)
Supported Tanzanian delegation's participation in the World Health Assembly, contributing to global policy development.

Bariadi District Council
Donated

TZS 5 Million

to support the completion of health and educational infrastructure in the district.

Afya Check Outreach Programme
In partnership with Afya Check, reached over

17,000

Tanzanians with preventative healthcare awareness.

Strategic Partnerships for Optimal Healthcare

Our strategic healthcare initiatives significantly raise awareness of common health risks and empower individuals with proactive health management tools, thereby enhancing the quality of life across communities.

Partnered with the

Afya Check Outreach Programme
to conduct preventive health outreach camps in Dar es Salaam, Dodoma, Lindi, Tanga, Mwanza, Arusha, and Mbeya, impacting

15,000 people

Collaborated with the

Muhimbili University of Health and Allied Sciences
to support the Ali Kimara Rare Disease Foundation's Rare Disease Research Fund to

promote scientific studies on rare diseases

Partnered with

Jakaya Kikwete Cardiac Institute (JKCI) and Comprehensive Community Based Rehabilitation Tanzania (CCBRT)
to facilitate specialised medical care, including cardiac surgeries for underprivileged children and maternal healthcare services for high-risk pregnancies

100
Underprivileged children's surgeries funded with JKCI

72
Women received maternal healthcare services in collaboration with CCBRT

Youth and Women Empowerment

We recognise the irrefutable relevance of youth and women in the government's agenda and our business strategy. Accordingly, we have several programmes and tailored products in place to support them and transform their lives.

Advancing Opportunities for Youth and Women

TPDF Football Team

Supports the TPDF football team to engage youth in sports and foster national pride.

Kuambiana Cup Tournament 2024 (Ludewa District)

Provides a platform for youth in Ludewa to showcase talents and engage in productive activities.

CRDB Bank Kizimkazi Market

Supports women entrepreneurs in accessing markets, enhancing their financial independence.

CRDB Bank Taifa Cup

Offers scholarships to talented young basketball players in partnership with the Tanzania Basketball Federation (TBF).

3rd Edition of African Businesswomen, Youth Trade Fair, and Summit 2024

Fosters women's business leadership and youth entrepreneurship, enhancing economic growth.

Malkia wa Nguvu 2024 Campaign

Supports women's empowerment and gender equality, promoting social inclusion.

Panda Initiative (Coastal Region)

Empowers women, youth refugees, and people with disabilities to create sustainable livelihoods.

Capacity Building Tumain Jipya Project 2024 (Dodoma)

Empowers women and youth through skills development and entrepreneurship for financial independence.

Imarisha Uchumi na Mama Samia Programme

Focuses on empowering women in Tanzania's mainland and islands, to facilitate access to economic opportunities and engage in local development.

Simba Queens (International Women's Day)

Supports Simba Queens, highlighting commitment to gender equality and empowering women in sports.

Tanga Women Empowerment Accelerator Programme

Provides resources and networks for women in Tanga to excel in business and leadership.

International Travel Agents' Trip to Explore Tanzania

Promotes tourism, cultural exposure, and Tanzania's rich natural heritage, extending benefits to women and youth in the tourism sector.

Moreover, we have actively supported the Africa Business Women and Youth Trade Fair and Summit and backed the Tanzania Women Miners Association to empower women in the mining sector.

Environment

CRDB Bank acknowledges the environment's vital role in shaping our daily lives. Therefore, we are dedicated to enhancing environmental conservation and sustainability, actively promoting initiatives that protect natural resources and improve community well-being. **Our accreditation with the Green Climate Fund testifies to this dedication.**

Reducing Our Footprint, Enhancing Our Impact

Vunjo Schools (Kilimanjaro)

Supported the planting of 10,000 trees across all Vunjo schools to combat deforestation and improve the local climate.

Women Clean Cooking Conference (Dodoma)

Supported a conference focusing on promoting clean cooking methods to reduce health risks and environmental damage.

NEEC and Women Clean Cooking Conference 2024

Backing an initiative to scale up clean cooking solutions and empower women.

Renewable Energy Initiative (Arusha Constituency)

Encouraged the use of sustainable energy sources to reduce dependence on non-renewable resources and promote cleaner energy use.

Flood Victims in Rufiji District

Supported maize seed purchases for flood victims to help rebuild agricultural livelihoods and ensure food security during testing times.

Creating Meaningful Change in Our Communities

Our community support extends beyond education, health, and empowerment by backing initiatives that foster cultural, social, and economic development.

This year, CRDB Bank played a significant role in facilitating the National Planning Commission's zonal symposiums, crucial for shaping the National Development Vision 2050.

Our Community Support Programmes

Motorcycles for Tourism Sector (Arusha Region)

Enhanced tourism mobility and growth of small tourism businesses.

National Development Vision 2050 Symposiums

Supported national development symposiums aligning with Tanzania's long-term vision.

Tanzania Military Academy (Monduli)

Sponsored TMA Stars FC, promoting youth sports, discipline, and teamwork.

Tulia Traditional Dances and the Kizimkazi Festival

Promote cultural heritage, community engagement and creation of employment.

CRDB Bank International Marathon

Flagship event where funds raised by participants and partners are used to provide medical assistance, showcasing our commitment to impactful community support.

'Zogo Mchongo' Initiative

A financial education programme on Clouds TV led by CRDB Bank, designed to educate Tanzanians about opportunities in financial institutions. It aims to foster economic independence and support the nation's goals for inclusive growth by addressing ignorance and poverty.

Supply Chain

An entity's supply chain management practices are dictated by its environment, which may be dynamic or resource-constrained. For us, it was imperative to transition our procurement and supply chain operations amid an evolving economic landscape. Accordingly, we adopted sustainable procurement practices like integrating social and environmental criteria, strategising supplier partnerships, and launching digital procurement platforms.

Our practices are aligned with global best practices and UN SDGs, underscoring our commitment to accountability and transparency in the financial services industry.

With Tanzania inching towards middle-income status, we believe such a transition is warranted in sectors like construction, manufacturing, and agriculture, vital to job creation and economic growth.

CRDB Bank's sustainable supply chain transformation positions it as a leader in promoting competitive economic growth across Tanzania and East Africa, serving as a model for regional economic sustainability.

However, in emerging markets, there are challenges to navigate with regard to supply chain transitions, which we effectively address through collaborations with development partners, the private sector, and the government.

Customer Experience

For CRDB Bank, the safety and protection of our customers is paramount. We have intensified efforts to safeguard their personal and sensitive information, significantly strengthening our cybersecurity infrastructure to prevent any risks of misuse.

Similarly, we champion active listening. Therefore, our customers' feedback is systematically gathered across various channels, ensuring our services align with their needs.

1st Bank
in East Africa to have digital assistance on website live chat and WhatsApp:
Elle Chatbot

1st Bank
in Eastern Africa, Sub-Saharan Africa, and West Africa to develop and implement a Digital Customer Feedback Tool

In FY 2024, our Customer Experience Unit headed a series of vital initiatives to reinforce our commitment to service excellence and enhance our 24/7 customer support system.

Customer Experience Initiatives – FY 2024

Net Promoter Score (NPS)

NPS assesses customer loyalty and their likelihood to recommend our services. It identifies satisfaction levels, areas for improvement, and service recommendation probability, enhancing service delivery through innovative solutions.

Mystery Shopping Survey

The Mystery Shopping Survey, conducted by 'secret agents,' evaluates customer interactions across frontline, offline, and back-office channels. It offers an unbiased view, driving continuous service excellence improvements.

CRDB Bank Digital Assistant, Elle Chatbot

Meet our AI-powered chatbot solution, Elle, deployed to enhance customer support and accessibility. Available on our website and WhatsApp, Elle offers automated responses and self-service options, reducing wait times and increasing digital engagement.

Online Video Tutorials

We provide digital access to banking services through smart engagement solutions, minimising in-branch visits. Guidance for these solutions is available on our website, social media, and a YouTube playlist, enhancing convenience and efficiency.

Digital Customer Feedback Tool, SMS Short Code to 15089

CRDB Bank introduced an SMS-based feedback tool, enabling customers to share their banking experiences easily and receive real-time responses. This pioneering initiative in the region measures NPS to enhance customer loyalty and service quality.

Recognition and Accountability Programme (for Internal Staff)

This programme enhances service delivery and innovation by recognising outstanding employee contributions and holding underperformers accountable, boosting staff motivation and preserving our competitive edge.

Natural Capital

Driving Sustainable Growth Through Environmental Stewardship

Highlights

21%
energy savings

27%
water savings

TZS 86.9 Billion
in green and sustainable loans

In FY 2024, CRDB Bank continued its commitment to fostering a sustainable and resilient environment by integrating environmental considerations into its operations. This year, we reinforced our leadership in sustainable finance, underscoring our dedication to aligning with both global and local frameworks aimed at fostering a just transition to a low-carbon economy.

Environmental Responsibility: A Core Element of Our Strategy

Environmental stewardship is at the heart of CRDB Bank's corporate philosophy. Our sustainability approach goes beyond mere compliance, extending to the responsible management of environmental resources. We recognise that sustainable practices mitigate risks while simultaneously unlocking new opportunities for innovation, resilience, and growth. Our strategy is in alignment with the UN SDGs and Tanzania's Nationally Determined Contributions (NDCs), reinforcing our commitment to sustainable development on both a local and global scale.

In FY 2024, CRDB Bank also supported initiatives aimed at reducing harmful emissions. Notably, we sponsored Clean Cooking campaigns in collaboration with the National Economic Empowerment Council, the Ministry of Energy, and local media. This programme educated communities on the detrimental effects of using charcoal and provided cleaner cooking alternatives like gas cylinders. These efforts contribute directly to reducing deforestation, promoting better health, and enhancing the overall quality of life in the regions we serve.

We acknowledge that certain sustainable ventures, particularly those in emerging sectors such as clean energy or climate-smart agriculture, may carry higher short-term execution risks. However, these projects offer significant potential for long-term environmental benefits and socio-economic development. CRDB Bank balances short-term profitability with its sustainability commitments by leveraging blended finance structures, including grants and concessional loans, ensuring that financial stability is maintained while pursuing impactful environmental goals.

Environmental stewardship is at the heart of CRDB Bank's corporate philosophy. Our sustainability approach goes beyond mere compliance.

CRDB Bank: A Pioneer in Green Building

A key milestone in our environmental journey has been the certification of our headquarters under the Excellence in Design for Greater Efficiencies (EDGE) framework. As the first building in Tanzania to receive the EDGE Green Building certificate, our HQ has demonstrated a reduction of 21% in energy consumption, 27% in water usage, and 28% in embodied carbon in materials. This certification reflects our ongoing efforts to ensure that our infrastructure is environmentally responsible, setting an example for other businesses in Tanzania and across Africa.

We are proud of this achievement and are committed to pushing for even higher sustainability standards. Our future goal is to secure the EDGE Advance certification by mid-2026, with the long-term target of achieving a net-zero carbon footprint by 2029.

Green Finance

Our sustainability journey was marked by significant strides in green financing, most notably through the disbursement of over TZS 86.9 Billion in green and sustainable loans.

These loans targeted sectors such as agriculture and renewable energy, which are critical to long-term environmental stability and economic growth. Backed by proceeds from the Kijani Bond, these investments are expected to generate 14.04 GWh of clean energy, mitigating 13.8 million kg of CO-e annually.

We remain resolute in our commitment to growing our green asset ratio from 7% in 2024 to 15% by 2030, and further to 30% by 2050. This ambition is fuelled by the success of the Kijani Proposition, which has expanded access to green loans aimed at promoting climate-resilient agriculture, sustainable transport, and clean cooking technologies. Through this initiative, we are actively supporting MSMEs and underserved communities, empowering them to build more sustainable and resilient businesses.

The Kijani Bond

The launch of the Kijani Bond marked a historic moment for CRDB Bank, as we became the first commercial bank in East and Central Africa to issue a green bond.

This bond is pivotal in financing environmentally sustainable projects, including green building initiatives, and it has garnered interest from global investors, including the International Finance Corporation (IFC). The bond's success, which saw an impressive **TZS 40 billion** raised, underscores the growing demand for green finance in Africa and the role of CRDB Bank as a leader in this field.

Through the Kijani Bond, we are further solidifying our commitment to creating a sustainable future, not just for Tanzania, but for the broader African continent. As we continue to expand our green and social investment portfolio, we remain dedicated to enhancing long-term value for both our shareholders and the communities we serve.

Sustainable Waste Management

At CRDB Bank, environmental responsibility extends beyond finance to our everyday operations. Our waste management system is designed to ensure that all waste is responsibly collected, recycled, and disposed of, in line with local and national regulations. In 2024, we achieved significant milestones in waste recycling, including:

16,850 kg
of paper and

7,977 kg
of cardboard recycled.

3,416 kg
of plastic

1,911 kg
of glass, and

47,296 kg
of food waste processed.

We continue to reduce our environmental impact through initiatives such as our paperless banking operations, which are helping reduce emissions associated with travel and large branch operations. By promoting the use of digital platforms and encouraging e-KYC processes, we are not only improving our operational efficiency but also contributing to the reduction of paper usage and waste.

Energy and Water Efficiency

Energy and water conservation remain priorities for CRDB Bank. We have implemented energy-efficient solutions, such as LED lighting, inverters, and motion sensors, across our operations. These measures contribute to a significant reduction in our energy consumption, complementing the efforts to make our headquarters building more energy-efficient through the use of reflective glass and sustainable construction materials.

In terms of water management, we aim to reduce our water usage by 20% by 2030. To achieve this, we have installed low-flow fixtures and water sensors at our head office, with plans to extend these measures across our branch network in the coming years. Our water filtration and purification solutions, which have already been deployed at our headquarters, will help eliminate the use of harmful plastic bottles and promote sustainability across the organisation.

Looking Ahead: Scaling Sustainable Practices

As we look to the future, CRDB Bank remains committed to scaling its sustainability initiatives, expanding our green financing solutions, and leveraging technology to track and enhance our environmental, social, and governance (ESG) performance. Through innovative products and strategic partnerships, we will continue to drive positive change in the communities we serve, contributing to a sustainable, low-carbon future for Tanzania and beyond.

Our sustainability journey is ongoing, and as we move forward, we will continue to refine our practices and embrace new opportunities for growth and environmental stewardship.

OUR SUBSIDIARIES

CRDB Bank Burundi

Strengthening Our Subsidiaries for Growth

Significant growth in digital adoption was recorded, with mobile banking transactions increasing by 48.6% and internet banking usage surging by 63.7%.

Managing Director's Statement

CRDB Bank Burundi S.A. delivered strong operational and financial performance in FY 2024, reflecting disciplined execution of our 2023-2027 medium-term strategy. We continued to scale our business, deepen customer engagement, and strengthen our digital infrastructure, while maintaining a prudent risk posture.

Our corporate loan book registered 35% growth, as we deepened relationships across key sectors. In retail banking, we achieved a 105% increase in active customer accounts, supported by the launch of the Intahe Premier Branch. Four additional branches are planned for 2025 to further strengthen outreach.

We successfully implemented a "phygital" model during the year, integrating physical and digital platforms to enhance customer experience and operational efficiency. This was complemented by the launch of innovative digital solutions, including a new mobile SimBanking app, enhanced USSD functionalities, and Visa Online. We also integrated REGIDESO for utility payments and migrated our ATM systems to the Smart VISTA platform.

The expansion of our 'Turi Hose' agency banking network to 2,000 outlets facilitated over 1 million transactions, reflecting strong uptake of alternative banking channels.

Our integration roadmap advanced steadily, with successful linkages to OBR and LUMITEL, and further integrations with Terrapay, PAFE, and MEDIABOX underway in 2025. We are also introducing SimBanking auto-registration via ATMs to simplify onboarding.

To promote inclusive finance, we extended credit access to MSMEs, women entrepreneurs, and agribusinesses. MSME loans rose to BIF 19.4 billion, supported by dedicated outreach teams. In 2025, we will introduce the 'Customer Rafiki' initiative to assist customers in accessing digital banking solutions.

Key Financial Highlights

TZS 40.3 Billion
Profit after tax

TZS 1,484.4 Billion
Total assets

TZS 751.2 Billion
Loans and Advances

TZS 693.3 Billion
Total Deposits

31.1%
Return on Equity

From a people perspective, we closed the year with 186 employees, of whom 60% were male and 40% female. We implemented wellness programmes to support both physical and mental well-being and launched "She Initiatives" to empower women in leadership roles—reinforcing our commitment to inclusive workforce development.

In line with the Group's ESG agenda, we embedded climate risk considerations into credit decisions and sustained support for community programmes in health, education, and the environment. We are also scaling up green finance in collaboration with key stakeholders.

Looking ahead, CRDB Bank Burundi S.A. remains committed to sustainable and inclusive growth, with a strategic focus on digital leadership, green finance, customer-centric innovation, and operational resilience—anchored by the upcoming implementation of the Temenos Transact T24 Core Banking System to modernise processes, enhance efficiency, and elevate service delivery. We will continue to strengthen the SME and MSME portfolios, deepen financial inclusion, and invest in cybersecurity and talent development to drive long-term, sustainable growth.

We remain committed to creating value for our customers, shareholders, and the communities we serve.

Fredrick Siwale
Managing Director

Board Members

Hosea E. Kashimba
Chairman

Dr. (Mrs.) Oda Sindayizeruka

Dr. Elizabeth Mkoba

Boma Raballa

Mr. Didace Ngendakumana

Mr. Salvator Minani

Mrs. Kahumbya Bashige

CRDB Bank Congo

At CRDB Bank Congo, we are committed to promoting financial inclusion and economic growth in the region. Our dedication to excellence and innovation motivates us to offer personalised banking solutions that cater to the unique needs of our customers. Together, we are creating a pathway to a prosperous future, empowering communities and businesses to thrive.

Message from the Managing Director

In our first full year of operations, FY 2024 marked a period of meaningful progress for CRDB Bank Congo, driven by focused execution across business growth, operational excellence, and customer-centric innovation. This was the second year of our five-year strategy and a pivotal one for establishing a solid foundation in the DRC market.

The year witnessed encouraging traction in digital expansion, branch rollout, customer acquisition, and infrastructure enhancement, despite the pressures of a full-year cost base.

During the year, we opened an additional branch and launched Visa acquiring and issuing services. The rollout of mobile and internet banking platforms contributed to increased customer touchpoints and transactional volumes, supporting balance sheet growth and customer base expansion.

We prioritised customer proximity and satisfaction through structured stakeholder engagements, feedback loops, and improved resolution turnaround. Our front-line staff underwent targeted upskilling to elevate service quality, while internal process reengineering accelerated decision-making and enhanced the customer value proposition.

On the infrastructure front, we continued strengthening our IT backbone with expanded offsite ATMs and digital channels such as SimBanking and internet banking. These investments improved both efficiency and service delivery, furthering our commitment to a digital-first approach.

Key Financial Highlights

TZS 6.7 Billion
Post-Tax Loss

TZS 22.1 Billion
Total Deposits

TZS 184.6 Billion
Total Assets

TZS 5.7 Billion
Loans and advances

Our people remain central to our journey. In FY 2024, we intensified efforts in culture transformation, performance management, and recognition. These initiatives reinforced employee engagement and aligned behaviours with our strategic priorities, fostering an accountable and performance-led culture.

As part of our social impact agenda, we launched the first CRDB Bank Marathon in DRC, raising funds for the Jason Sendwe Hospital paediatric ward in Lubumbashi. Additionally, we introduced Environmental Clubs in public primary schools, promoting awareness of sustainability from a young age.

Looking ahead, we remain focused on scaling our growth, increasing digital activity, and improving operational performance. We will continue leveraging Group-wide synergies while enhancing staff productivity and product capabilities. Strengthening our revenue streams, improving cost efficiency, and expanding our customer base remain top priorities as we move into the next phase of our strategy.

I extend my gratitude to our shareholders for their trust, to our customers and partners for their continued support, and to the Board and regulatory authorities for their guidance during this foundational phase. Above all, I thank our employees for their commitment and drive.

Jessica Nyachiro
Managing Director

Board Members

Dr. Fred Matola Msemwa
Chairman

Prof. Faustine Karrani Bee

Eng. Jameson James Kasati

Mr. Charles H. De Beauvoir Carey

Mr. Jeannot Okit'otete On'ahata

Mr. Olivier Christian Duterme

Mrs. Ornella Izemengia Bomine

Mrs. Rama Keto Bweya

CRDB Bank Foundation

From the Desk of the Managing Director

We are committed to fostering financial inclusion and championing transformative socioeconomic growth. By addressing barriers to access, promoting innovative financial solutions, and empowering underserved communities, the Foundation aims to create opportunities that uplift lives and unlock potential.

Driving Financial Inclusion and Inclusive Socio-Economic Transformation

In 2024, the CRDB Bank Foundation (CBF) deepened its mission of promoting financial literacy, inclusion, and entrepreneurship development to women and youth through targeted high-impact programs across Tanzania. CBF remained a critical implementing arm of CRDB Bank Group's financial inclusion strategy, aligning interventions with national development agenda and global sustainability frameworks.

With a strong focus on innovation, community engagement, and inclusive growth, the Foundation reached **218,471 beneficiaries** through its initiatives. This impact was made possible by a growing network of strategic partnerships and a commitment to data-driven program delivery.

Key Milestones in FY 2024

Financial Inclusion and capacity building

- **218,471 women and youth across Tanzania** participated in financial literacy sessions focused on savings, record keeping, credit management, digital literacy, small business planning and access to market readiness.
- These efforts contributed to the **increase in formal banking uptake** among micro and small enterprises (MSEs), particularly women and youth-led businesses.

iMBEJU Program Impact

- **iMBEJU Ng'ara: TZS 7.76 billion** disbursed in seed capital support and access to group lending products.
- iMBEJU Buni: Built capacity of over 300 youth-led Start-Up companies, with over TZS 450 million worth of seed capital to **youth-led start-ups,** boosting job creation and innovation.
- **iMBEJU Kilimo:** Provided access to finance and structured markets for **3,681 smallholder farmers**, collaborating with cooperatives across all strategic agriculture value chains.

Agricultural Off taking Linkage Model

- Partnered with **Tanzania Breweries Limited (TBL)** on a **Barley Pre-Finance Scheme**, improving productivity, income stability, and access to structured markets for rural farmers in Kilimanjaro, Arusha and Manyara regions.

Export Readiness & Market Access

- Rolled out the capacity building training to women led businesses in accessing the Africa free Continental Trade Area market (AfCFTA). The program run in partnership with UNDP & The Ministry of Industry & Trade linked and created platform for more than **2100** participants across Tanzania.

International Learning Exchanges

- Through collaboration with **SUGECO**, CBF facilitated international training for **176** Tanzanian youth in agriculture and entrepreneurship in **Germany, the Netherlands, and Denmark**.

CRDB Bank Marathon: Championing Health & Community Engagement

The 2024 edition of the **CRDB Bank Marathon** marked our 5th anniversary since the inception of this grand innovative program. We expanded our mark by hosting the race across the Group with our subsidiaries in Burundi and Democratic Republic of Congo hosting for the first time.

The event drew over **10,000 participants** and featured a strong corporate social investment narrative, uniting the Bank's customers, partners, and the broader public in a cause that speaks to the heart of the community. More than **550 children** from underprivileged families born with congenital heart diseases have since 2020 been treated and taken care of through our partner the Jakaya Kikwete Cardiac Institute.

Moreover in 2024, CBF continued to support women with high-risk pregnancies reaching an overall **178 women** most of them being underaged, disabled or fistula survivors through the CCBRT Hospital.

The Marathon has become a flagship platform for inclusive philanthropy and impact driven advocacy, while leaving a lasting love mark to the communities we serve.

Strategic Partnership Portfolio – 2024

In 2024, CRDB Bank Foundation strengthened its collaborative approach by building impactful partnerships that enhanced the reach, innovation, and sustainability of its programs. Our success is rooted in strong and diverse partnerships, working closely with the Government, local and international partners including Government of Tanzania **(Ministry of Community Development, Gender, Women & Special Groups, President's Office Rural Authorities and Local Government – PORALG, COSTECH,** etc), **UNDP, GIZ, CARE International, Tanzania Breweries Limited (TBL), UNFPA, SUGECO, TWCC, ELCT, BUTA VICCOBA,** and diverse **women's associations across Tanzania.**

The Foundation co-created solutions that addressed pressing economic challenges targeted support for women and youth entrepreneurs, financial inclusion, expanded access to finance, and comprehensive capacity building across all sectors.

Looking Ahead

As we move into 2025, the Foundation's priorities will focus on:

- Scaling financial literacy and inclusion to women and youth in rural and peri-urban areas.
- Scaling the support to Start-Ups and the Innovation Ecosystem.
- Expanding digital financial inclusion solutions for women and youth.

We will continue to position ourself as a leading force in socio-economic initiatives that drive financial inclusion, enterprise development, and inclusive growth in Tanzania and the region. Together, we remain focused on building an inclusive and sustainable future for in the markets we serve.

Tully Esther Mwambapa
Managing Director

Board Members

Mr. Martin Steven Warioba
Chairman

Coletha Ndunguru

Julia Seifert

Ambassador Maulidah Hassan

Ms Marianna Balampama

Oswald Urassa

Prof Mwasanga Nkundwe

CRDB Insurance Company Limited

We are committed to providing innovative and reliable insurance solutions that empower our clients to achieve their financial goals with confidence. Partnering with the CRDB Bank group allows us to extend our reach and offer unparalleled service and security to a broader community. Together, we are building a future where financial stability and peace of mind are accessible to all.

Message from the Managing Director

2024 marked a defining moment for CRDB Insurance as we achieved break-even — a milestone that reflects the maturity of our operations, the viability of our business model, and the disciplined execution of our strategic roadmap. This outcome affirms the collective commitment of our team and sets the stage for long-term, sustainable growth.

We entered the year focused on deepening financial inclusion and enhancing resilience across Tanzania's insurance landscape. This included expanding our digital footprint through SimBanking and DigiBima, and strengthening partnerships across the distribution ecosystem. Our newly introduced Sales Force Executive (SFE) channel broadened access to underserved markets, complementing growth in our bancassurance, broker, and agent networks. We now work with 31 brokers, aim to expand to 50, and plan to grow our agent base from 28 to 100 by 2025. Our bancassurance reach spans five partner banks, with two more targeted in the coming year.

Innovation continued to define our product development approach. We launched Weather Index Insurance and Cattle AI-Livestock Insurance — both designed to empower smallholder farmers with tailored, climate-resilient coverage. The introduction of Kijani Bima, approved by the Tanzania Insurance Regulatory Authority (TIRA), reflects our ongoing investment in inclusive and sustainable insurance solutions. We also enhanced policy management through the Smart Policy Cloud and streamlined commission processing via our automated Broker & Agent Commission system.

We integrated with the Zanzibar Revenue Authority for automated tax invoicing, onboarded UMABIWATA — a network of 50 female agency owners — and embedded sustainability into our governance and operations. Our climate initiatives included green partnerships, flood and drought coverage, and the listing of insurance products on digital platforms to increase accessibility.

Key Financial Highlights

TZS 26.9 Billion
Gross Written Premium (GWP)

TZS 7.1 Billion
Net Earned Premium

TZS 342 million
Profit After Tax (PAT)

TZS 19.2 Billion
Total Assets

TZS 14.8 Billion
Investment Portfolio (driven by UTT Funds, Treasury Bonds, Faida Fund)

TZS 5.9 Billion
Shareholders' Fund

TZS 2.9 Billion
Net Claims Incurred

As we look to 2025, we are prioritising deeper technology integration, expanded product offerings, and stronger outreach to rural and SME segments. With innovation, customer focus, and sustainability guiding our strategy, I am confident that CRDB Insurance will continue delivering long-term value and driving inclusive growth.

I extend my sincere gratitude to our customers, shareholders, business partners, and employees. Your trust and support have made this progress possible. Together, we will continue shaping a resilient and forward-looking insurance future for Tanzania.

Wilson Mnzava
Managing Director & Principal Officer

↑ YoY Growth

Board Members

Omari Mwaimu
Chairman

Gerald Kasaato

Hilda Shenyagwa Noor

Nura Masood

Bonaventure Paul

Sustaining Growth

Through Governance and Risk Oversight

Strong governance and prudent risk management form the foundation of our sustained growth. This section outlines the structures, leadership, and frameworks that guide our decision-making and safeguard stakeholder interests. With a committed Board, sound oversight, and a proactive risk culture, we continue to foster transparency, accountability, and resilience across the Group

CORPORATE GOVERNANCE

The Group Statement on Corporate Governance

The Bank's approach to corporate governance is comprehensive and designed to uphold the highest standards of accountability, transparency, and ethical practices. Our primary objective is to optimise performance, minimise risks, and protect the interests of our shareholders. To achieve this, we have put in place robust governance frameworks, policies, and procedures that go beyond regulatory requirements.

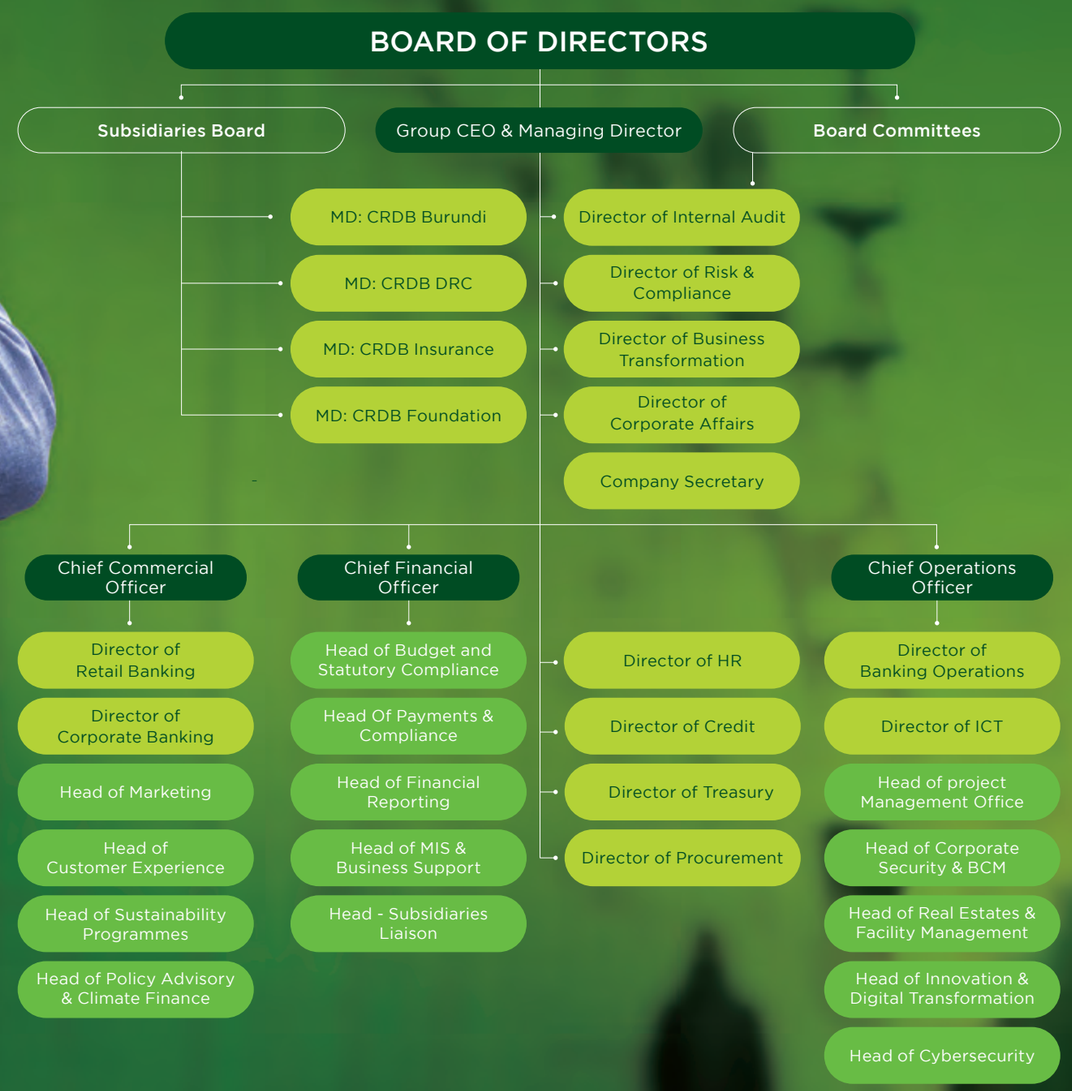
We have a Board of Directors that comprises highly experienced and knowledgeable individuals who bring diverse perspectives and skills to the table. The Board provides strategic oversight, sets the tone from the top, and ensures that our actions align with our core values and mission. We have also established various committees, including an Audit, Risk, and Compliance Committee, to provide independent oversight and guidance on key areas of our operations. These committees are composed of experts in their respective fields and are responsible for ensuring that our policies and practices are aligned with best practices.

Furthermore, we have implemented a strong risk management framework that enables us to identify, assess, and mitigate risks effectively. We prioritise transparency and accountability by regularly reporting to our shareholders and stakeholders on our performance, risks, and governance practices. At the heart of our corporate governance approach is a commitment to ethical practices, integrity, and social responsibility. We believe that our success is not only measured by financial performance but also by the positive impact we have on our communities and the environment.

Our Corporate Governance Framework

The organisation has implemented a comprehensive corporate governance framework. This framework enables the Board to efficiently oversee and direct the organisation's strategic direction, financial objectives, resource allocation, and risk tolerance. It also empowers the Board to hold the executive management accountable for their actions and ensure the successful implementation of the organisation's goals.

CRDB Bank Group Organisation Structure



Code of the Practice of Good Corporate Governance

The Board is committed to the principles of good corporate governance to strengthen and maintain the stakeholder's confidence. The Board retains full and effective control over the Group, monitors the executive management and makes sure the decision on material matters is in the hands of the Board to fulfil the Group's strategic objectives.

The Board is committed to healthy corporate governance practices, which strengthen and maintain confidence in the Bank, thereby contributing to optimal long-term value creation for shareholders and other stakeholders. The Board recognises its collective responsibility for the long-term success of the Group. The Board is committed to ensuring compliance with all applicable laws and regulations and considers adherence to non-binding rules, codes, and standards. Compliance is an agenda item in all Board meetings through the Board risk committee.

Through the Board risk committee, the Board is able to identify all regulations relevant to the Group and monitor changes to the rules and new regulations impacting the Group.

Principles of Good Corporate Governance

1 Leadership

- The Role of the Board
- Division of Responsibilities
- The Chairman
- Non-Executive Directors

2 Effectiveness

- Composition of the Board
- Appointment to the Board
- Commitment of the Board
- Development of Knowledge & Skill
- Information and Support
- Evaluation of the Board Performance
- Re-Election of the Board Member

3 Remuneration

The level and components of the Remuneration Procedure for developing policy

4 Effective Relation With Shareholders

- Dialogue with Shareholders
- Constructive Use of the AGM

5 Accountability

Financial Reporting, Risk Management, and Internal Control Audit Committees and Auditor

Statement of Responsibility for Those Charged with Governance

Those charged with governance are dedicated to upholding the highest standards of corporate governance. The Board is responsible for providing strategic direction, ensuring effective management oversight, and maintaining accountability to shareholders and stakeholders. This includes establishing the Bank's vision, mission, and values and ensuring their integration into its operations and culture.

The Board also oversees the implementation of policies and procedures that promote ethical behaviour, compliance with laws and regulations, and the effective management of risks to safeguard the Bank's assets and reputation. The Board has delegated the responsibility for implementing strategy and managing day-to-day operations to the Group Managing Director and Chief Executive Officer, along with the Senior Management Team.

Those charged with governance are committed to fulfilling their fiduciary responsibilities and have established principles to ensure that good governance practices are upheld in their dealings with the Group's shareholders, customers, and other relevant stakeholders in line with the spirit of the Capital Market and Securities Authority (CMSA) Act, 1994, guidelines on corporate governance practices by public listed companies in Tanzania, Section 4.0.

The Board is dedicated to ensuring a strong governance framework operates throughout the Group. It recognises that good corporate governance is essential to support management in achieving the Group's strategic objectives and operating a sustainable business for the benefit of all stakeholders. The Board understands that identifying, developing, and maintaining high standards of corporate governance suitable for the Group is an ongoing and dynamic process that must adapt to changes within the Group, Our business, the composition of the Board, and evolving corporate governance trends.

Those charged with governance are responsible for the overall governance of the Group. The Board applies good governance practices to promote strategic decision-making that aligns the interests of the Group with our stakeholders and the communities we serve. To achieve this, principles of accountability, transparency, ethical management, and fairness are embedded throughout the business.

Those charged with governance must act in good faith to enhance the Group's success for the benefit of our stakeholders. They should avoid any conflicts between their personal interests and those of the Group, in accordance with Section 209 of the Companies Act 2002. Directors must always prioritise the Group's best interests. They have a statutory duty to promote the Group's success, carefully considering the consequences of their decisions to uphold a reputation for high standards of business conduct.

The Bank remains committed to adhering to the highest standards of corporate governance and business ethics. Good corporate governance practices are essential for delivering sustainable value to our stakeholders. The Group also complies with regulations set by the CMSA, the Dar es Salaam Stock Exchange, and the ethical standards outlined in the Group's Code of Conduct.

Our strong corporate governance and responsible business culture form the foundation for long-term sustainable growth. To support this, sustainability has become a key focus in our board meeting agendas, ensuring that these important topics receive the attention they deserve and are discussed regularly. Furthermore, we have strengthened our sustainability team to effectively implement our initiatives and meet the expectations of our stakeholders.

Board Structure

The Board is structured to ensure a balance of skills, experience, and diversity necessary to provide effective leadership and oversight of the Group. The Board comprises both Executive and Non-Executive Directors, including Independent Non-Executive Directors, to ensure a robust governance framework.

The structure of the Board is as below;

Chairperson:
Leads the Board and ensures its effective functioning. The Chairperson is responsible for setting the agenda, facilitating open and constructive discussions, and ensuring that all Directors contribute to the decision-making process.

Executive Directors:
These Directors are involved in the day-to-day management of the Group. They bring in-depth knowledge of the Group's operations and are responsible for implementing the Board's strategic decisions.

Non-Executive Directors:
These Directors provide independent oversight and constructive challenge to the Executive Directors. They bring a diverse range of skills and experience from various industries and sectors.

Independent Non-Executive Directors::
These Directors are free from any business or other relationships that could materially interfere with their independent judgment. They play a crucial role in ensuring that the interests of all stakeholders are considered in the Board's decision-making process.

Board Committees

The Board has established several committees to assist in the discharge of its responsibilities. These committees include:

Board Audit Committee
Oversees financial reporting, internal controls, and risk management.

Board Risk Committee
Monitors and reviews the Company's risk management framework.

Board Governance, Nomination, and Human Resources Committee
Responsible for Board appointments and setting remuneration policies.

Board Credit Committee
Oversee the credit functions monitor and review the loan portfolio. quality.

The Board meets regularly to review the Group's performance, set strategic objectives, and ensure it operates in accordance with the highest standards of corporate governance.

Board Size

The Board determines its size and composition, adhering to the Company's Articles of Association, Board Charter, relevant policies, applicable laws, and best practices. The Board must always have a minimum of five members, of which two-thirds must be non-executive. Additionally, at least two members must be Tanzanian nationals. The composition of the Board is optimal, considering the size and nature of the Bank's business and its subsidiaries. It is adequately structured and in compliance with key governance codes and regulatory requirements.

During the year, the Board comprised fourteen Directors, including thirteen Non-Executive Directors and one Executive Director. Three of the thirteen Non-Executive Directors are Independent Non-Executive Directors.

The Board comprises diverse skills and expertise essential for effective management oversight and the Bank's operations. Each Board member possesses the necessary skills and has access to the tools required for effective performance.

The Board is confident that its current size is optimal, allowing it to effectively manage decision making processes and fulfill its diverse responsibilities. This size facilitates robust discussions, ensuring that a wide range of perspectives is represented while maintaining effective communication and collaboration among members. As a result, the Board is well-equipped to respond to challenges and opportunities in a timely and efficient manner.

Board Charter

The Group has a Board charter outlining the key values and principles of the Bank's Directors. It details the Board's responsibilities, governance practices, powers, and the separation of roles between the Board and Management, as well as the Company Secretary's responsibilities.

This Board charter is subject to the requirements contained in the Bank's Memorandum and Articles Association (MEMARTS), the Banking and Financial Institutions Act, 2006 (BFIA), CMSA Act and Guidelines, Company Laws and other applicable laws and regulatory provisions. The charter is reviewed every two years or on a need basis to ensure it remains adequate and consistent with the Board's purpose. Changes are subject to approval by the Board of Directors.

During the reporting period, the Board is assured that all individual Non-Executive Directors upheld their objective judgment per the approved Board Charter. This dedication to independence underscores the Board's commitment to upholding transparency, and accountability and maintaining elevated standards of corporate governance.

Appointments of the members of the Board

Appointments to the Board are made strictly based on merit, ensuring that candidates are evaluated against specific, objective criteria. This process considers the importance of fostering diversity within the Board, as it recognises the advantages that varied perspectives and experiences bring to effective governance. A comprehensive and rigorous selection process is adhered to when appointing Directors, involving multiple stages such as interviews, assessments, and reference checks to ensure the highest standards of candidate evaluation.

Non-executive Directors are appointed for an initial term of three years, which allows for a thorough integration into the Board's activities and culture. Following this period, their continuation on the Board is contingent upon re-election by shareholders at each Annual General Meeting (AGM). This mechanism not only maintains accountability but also ensures that the Board remains aligned with the interests of its shareholders.

A Board member will not serve in the Board for more than three terms of three years. The maximum tenure for Board membership shall not exceed 10 (ten) years unless an approval has been granted by the Central Bank of Tanzania.

The term of office for members of the Board is structured so that their terms do not end simultaneously. This approach ensures continuity within the Board, allowing for a seamless transition and sustained governance.

The Group has a formal and transparent procedure for appointing Board members. The vacancies are advertised to the public through newspapers and the Bank's website. This ensures that the selection process is fair, unbiased, and based on merit. By adhering to these principles, we maintain high standards of governance and accountability, fostering trust among stakeholders and promoting effective decision making.

In identifying suitable candidates for board positions, the committee follows these key steps:

The Group advertises the vacancy through various platforms to attract a diverse pool of candidates. In some cases, it may seek assistance from external consultants to enhance the search process.

Candidates are evaluated on several criteria, including academic qualifications, technical expertise, relevant experience, nationality, age, gender, integrity, and ethical standards. This comprehensive assessment ensures a well-rounded selection that reflects diverse perspectives.

After the evaluation, the Group Board Governance and Human Resource Committee recommends new nominees for appointment to the board, ensuring they align with the Group's strategic goals and governance needs.

To make it effective, the Board's consists of both Non-Executive Directors and Independent Non-Executive Directors. The Board recommends Directors for election and/or appointment to the shareholders at the Annual General Meetings (AGMs) for approval. A Board member elected/appointed by shareholders is not allowed to attend Board meetings or be assigned any responsibility until he/she obtains approval from the Central Bank of Tanzania.

All Directors are required to disclose outside Directorship's business and conflict of interest on an annual basis and inform the Company Secretary of any changes to such Directorships and conflict of interest within 30 days.

Non-Executive Directors do not have service contracts with the Bank but instead have letters of appointment which stipulate the terms of their appointment.

Value creation through good corporate governance

The Group practice good corporate governance through well-defined governance structures which are vital to support our ability to create and preserve value. Our approach to good corporate governance enhances the achievement of our strategic objectives over time and brings together the interests of all our stakeholders in creating sustainable value. Furthermore, Our Board is committed to continuing to improve corporate governance principles, policies, and practices by remaining up to date on the changes in regulations and best practices.

Our corporate governance approach ensures the Group;

- Adheres to applicable legal, regulatory and practice of good corporate governance.
- Deliver sustainable impact to our stakeholders while caring for our community and contributing to our economy and the environment through our business activities.
- Embedded in an ethical and risk-awareness culture.
- Promote transparency, accountability and empathy in managing our stakeholders' relationships

Roles and functions of the Board

The Board is responsible for ensuring adherence to the code of corporate governance/ Board charter. It is the ultimate decision-making body, and its key role is to provide strategic leadership and guidance to the Bank and its controlled subsidiaries (the Group) and effective oversight of risk management. The Board is accountable to the shareholders for the performance of the Bank's (Group's) businesses.

The specific roles and responsibilities of the Board include but are not limited to the following:

- To prepare financial statements of the Group which show a true and fair view in accordance with applicable standards, rules, regulations, and legal provisions which cover the period from the beginning of the financial year to the end. The Statement of Directors' Responsibilities is found on page 142.
- This responsibility covers the period from the beginning of the financial year to the date those charged with governance approve the audited financial statements and it involves all those charged with governance who acted in this capacity during any part of the period covered by financial statements.
- Determine the Bank's vision, mission and values that promote the sustainability of the Bank.
- Appointing the Group Managing Director and CEO to whom the responsibility of managing the Group is being delegated; reviewing and evaluating his performance regularly; and reviewing and defining succession planning for the CEO and senior management. Approving corporate strategy, monitoring and evaluating the implementation of the strategy designed to create long-term value for the Group. The Board must understand the risks inherent in the Group's strategic plans and how those risks are managed.
- The Board is responsible for determining and amending the KPIs, such as financial ratios, to be applied in relation to the strategy.
- Establishing adequate policies and procedures that ensure the integrity and effective internal controls and adequate risk management practices across the Group.
- Setting the Group's risk appetite, reviewing and understanding the major risks, and overseeing the risk management processes and internal control systems.
- Reviewing the Group's plans for business resiliency. As part of its risk oversight function, the Board periodically reviews management's plans to address business resiliency, including business continuity, physical security, cybersecurity and crisis management.
- Ensure the Bank is adequately always capitalised.
- Approving significant capital expenditures and changes in the capital structure of the Bank, acquisitions and dispositions and new subsidiaries investments.
- Ensure the Group adheres to compliance with laws and regulations and maintains ethical conduct.
- Continuously monitoring the performance of the Bank and management.
- Reviewing and defining the succession planning of the Board and Committee Chair, Board vice Chair, CEO, and senior management.

During the year, the Board performed its roles and responsibilities, as evidenced by the remarkable performance of the Bank and subsidiaries (Group). All members of the Board were collectively responsible and complied with the code of good corporate governance.

Annual Board work plan

The Board has annual work plan which is designed to ensure that the Bank's Board of Directors operates effectively and efficiently throughout the year. It is the responsibility of the Chairman and the Company Secretary, working closely with the Group Managing Director and Chief Executive Officer, to come up with the annual Board work plan and the agenda for the Board meetings.

The plan outlines the key activities, meetings, and strategic initiatives that the Board will undertake to fulfill its responsibilities. By adhering to this structured approach, the Board can maintain high standards of oversight, accountability, and transparency, thereby fostering trust among stakeholders and supporting the Bank's long-term success. The work plan also facilitates proactive decision-making and continuous improvement, ensuring that the Board remains aligned with the Bank's goals and regulatory requirements.

Board operations

The Board meets at least once every three months to discuss the affairs of the Group, and the meetings are structured to allow for open discussions. The notice, agenda, and detailed Board papers are circulated seven days before the meetings to allow time for the Directors to undertake an appropriate review of the Board papers to facilitate full and effective discussions at the meetings. Those charged with Governance can request additional information to support their decision-making when necessary.

During the year, the Board met six(6) times as planned and, during the six meetings, had several discussions regarding the operations of the Bank together with its controlled subsidiaries.

The Board annually elects a chair who is a non-executive Director. The elected chair is not supposed to be a member of any Committee. When deemed fit, the chair may be invited to attend any of the committees' meetings, excluding the Audit Committee.

The Group is committed to maintaining a high standard of corporate governance. The Directors also recognise the importance of integrity, transparency, and accountability. In 2024, the Board constituted four subcommittees to improve corporate governance by delegating specific tasks from the main Board to a smaller group and harnessing the contribution of non-executive Directors whose term of reference is embedded in the respective Board Committee Charter. Committee members are elected annually from among the Board members.

The Board remains collectively responsible for any committee's decisions and is required to review the effectiveness and performance of committees annually

The sub-committees are;

- Board Audit Committee
- Board Governance, Nomination and Human Resources Committee
- Board Credit Committee
- Board Risk Committee

All these Board Committees are constituted and chaired by Non-Executive Directors.

The below table shows the planned meetings and execution for all Boards

Board	Planned Meetings	Executed
Main Board	6	6
Board Audit Committee	5	5
Board Governance, Nomination and Human Resources Committee	6	6
Board Credit Committee	15	15
Board Risk Committee	4	4
Shariah Advisory Board	4	4

Board activities

During the year, the key areas of focus for the Board's activities and topics discussed were on the following matters:

- The Board discussed the quarterly performance of all Group KPIs as presented by management and directed management accordingly regarding the expected performance of the Bank, its subsidiaries, and investments made by the Bank.
- The Board discussed and approved the Group's budget and strategy for the year 2025 as presented by the management by adding inputs and enlightening management on its expectations for implementing the strategy and budget.
- During the meetings, the Board also discussed the reports received from all Board committees and deliberated accordingly.
- Reviewing financial statements, budgets, and forecasts. The CFO, as a permanent invitee, provides detailed financial reports and insights, enabling the Board to make informed decisions regarding investments, cost management, and financial planning.
- Made a recommendation to the shareholders on the approved final dividend for 2024 performance
- Oversight of the Group and subsidiaries' performance.
- The Board reviewed policies, and compliance reports, with the Director of Risk and compliance providing updates on regulatory changes and compliance status.
- Engaged in detailed discussion on the Group Capital management.
- Approved the audit fees for the external auditor.
- Approved the Board Work Plan
- Reviewing audit reports which include audit findings for the respective year and direct management on addressing audit findings and implementing corrective actions.

Board diversity

Board diversity is a cornerstone of our commitment to good corporate governance. We believe that a diverse Board brings a wealth of perspectives, experiences, and skills that are essential for effective decision-making. Our board's diversity enables us to better understand and address the needs of our stakeholders, including employees, customers, and investors. This diversity fosters innovation and enhances our Group's performance, ensuring that we remain competitive in a rapidly changing business environment.

In line with best practices for corporate governance, we have implemented proactive strategies to ensure our Board reflects a mix of gender, ethnicity, age, and professional backgrounds. We have set ambitious diversity targets and established policies that promote inclusivity. Our Board members participate in regular training and development programs to understand the importance of diversity and how to leverage it for better governance. Additionally, we are committed to transparent reporting on board diversity, demonstrating our dedication to these principles and building trust with our stakeholders.

We recognise that board diversity is not merely about meeting regulatory requirements; it is about creating an environment where different viewpoints are valued and contribute to our success. By prioritising diversity, we enhance our reputation, attract top talent, and navigate the complexities of today's business landscape more effectively. Our commitment to good corporate governance practices that emphasise diversity ensures that we are resilient and adaptable, ready to thrive in an ever-changing world.

As of 2024, the gender diversity ratio of Directors between males and females is 85:15. There are strategies in place to ensure the number of women on the board increases by encouraging them to apply and by headhunting.

The duration of service for those charged with governance

The Group balance continuity and fresh perspectives on our Board by managing the length of tenure for our members. Our policy includes term limits and periodic evaluations to ensure a mix of long-serving Directors, who provide valuable experience, and newer members, who bring fresh insights. This approach fosters a dynamic and responsive Board, promoting continuous improvement and strategic foresight to guide the Group towards sustained success in an ever-changing business landscape.

Length of tenure

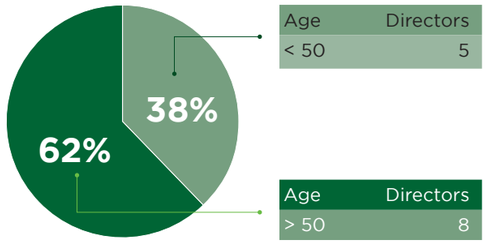
Less than 1 year	1 - 3 years	4 - 6 years	more than 6 years
Directors	Directors	Directors	Directors
1	1	1	10

Age mix

The age diversity among the Board members at CRDB Bank Plc showcases a harmonious blend of seasoned expertise and innovative viewpoints. This diverse mix not only enriches the decision-making processes but also fosters a dynamic environment where traditional wisdom complements modern strategies. Below is a detailed table that illustrates this variety in age.

This combination fosters a harmonious blend of seasoned leadership and cutting-edge innovative thinking, significantly enhancing the Group's strategic direction and governance framework.

In Tanzania, there is no age limit for board members.



Board effectiveness

The effectiveness of the Board is emphasised by the diverse and experienced leadership team that plays a crucial role in guiding the Group towards its strategic goals. The Board is composed of both executive and non-executive Directors, including industry experts and independent members. This combination ensures a balanced approach to governance and decision-making.

Such diversity promotes strong oversight, strategic guidance, and accountability, all of which are essential for maintaining the Bank's robust market position and financial stability. The Board is also dedicated to continuous improvement and adheres to best practices in corporate governance. This commitment enhances its effectiveness, enabling the Group to navigate the ever-changing financial landscape and foster sustainable growth.

Those charged with governance

The Board is confident in its composition, which includes a well-balanced mix of members possessing the right blend of skills, diverse experiences, and extensive knowledge necessary to rigorously evaluate and enhance strategic proposals. Their collective insight enables them to offer independent judgment on critical issues related to performance and risk management. The Board comprises independent non-executive Directors who bring objective perspectives and valuable opinions on a variety of matters, ensuring that discussions are both comprehensive and insightful.

01 **Dr. Ally Hussein Laay**
Chairman

02 **Mr. Abdulmajid M. Nsekela**
Managing Director, Ex Officio

03 **Prof. Neema M. Mori**
Independent Non-executive Director

04 **Mr. Martin S. Warioba**
Independent Non-executive Director

05 **Mr. Jes Klausby**
Non-executive Director

06 **Eng. Boniface C. Muhegi**
Non-executive Director

07 **Prof. Faustine K. Bee**
Non-executive Director

08 **Dr. Fred M. Msemwa**
Non-executive Director

09 **Mr. Abdul A. Mohamed**
Non-executive Director

10 **Ms. Miranda N. Mpogolo**
Independent Non-Executive Director

11 **Mr. Gerald P. Kasaato**
Non-executive Director

12 **Mr. Abdulrazak I. Badru**
Non-Executive Director

13 **Mr. Pascal T. Mihayo**
Director of Legal Services and Company Secretary

Board of Directors

Dr. Ally H. Laay

Chairman

Dr. Laay has worked at various organizations and in different capacities including Principal Management Accountant at TANESCO, Management Consultant at PWC, Counterpart Director of Finance and Administration at Medical Stores Department, Director of Finance and Administration at TASAF, Director of Finance at ICAP of Columbia University and Director of Finance and Administration at the National Economic Empowerment Council.

Currently the Chairman of the Board of Directors of CRDB Bank Plc, CRDB Bank Plc has maintained its position as the largest Bank in Tanzania in terms of resources, customer deposits, loan portfolio, profits, and branch network under his stewardship. He is also a part-time consultant in Financial Management, Accountancy, Auditing, and Corporate Governance.

Dr. Laay holds an Advanced Diploma in Accountancy (ADA), Post Graduate Diploma in Accountancy (PGDA), Certified Public Accountant (CPAT), Master of Business Administration (MBA) from the University of Wales, Cardiff Business School in the UK and Ph.D. in Business Administration in Finance and Accounting from Commonwealth University, United Kingdom.

While being the CRDB Board Chairman, Dr Laay also serves as Board Chairman of the Southern Agricultural Growth Corridor of Tanzania (SAGCOT). He is also a member of a number of boards including the Tanzania Tourist Board (TTB) (where he chairs the Audit, Risk, and Compliance Committee), member and Chairman of the Audit and Compliance Committee of the Foundation for Civil Society (FCS).

He previously served as a Board member at the Institute of Accountancy Arusha (IAA), National Housing Corporation (NHC), Aerial Glacier Pediatric Health Initiative (AGPAHI), and Tanzania Family Planning.

Prof. Neema M. Mori

Independent Non-executive Director, Vice Chair

Prof. Neema is an Associate Professor of Finance and Director of Public Services at the University of Dar es Salaam, Tanzania. Before that, she worked as a Senior Lecturer at the Department of Finance, University of Dar es Salaam, Research Fellow at University of Agder, Norway, Assistant Lecturer and Tutorial Assistant at University of Dar es Salaam and Audit Trainee at KPMG Tanzania.

Prof. Mori is impacting positively on women and youth as a trainer, researcher, coach and mentor in leadership and entrepreneurship. She is among the founders of various women leadership programmes in Tanzania. She has 20 years of experience in teaching, researching and consulting in areas of banking, finance, investment, corporate governance, microfinance and entrepreneurship. She is active in research and has published academic papers in international refereed journals such as Journal of Management and Governance, Journal of Emerging Market Finance and Journal of African Business.Prof Mori holds a PhD in International Business majoring in Corporate Governance and Boards of Financial Institutions from University of Agder Norway, Masters of Business Administration (MBA) majoring in Finance and Bachelor of Commerce (B.Com) majoring in Finance both from the University of Dar es Salaam.

Prof. Mori is the Vice chairperson of the Board, Chairperson of the Credit Committee and Member of the Risk Committee.She holds a Certification in Company Direction offered by the Institute of Directors – UK. She likes reading, singing and dancing and enjoys outside walking and exercising.

Prof. Mori is impacting positively on women and youth as a trainer, researcher, coach and mentor in leadership and entrepreneurship. She is among the founders of various women leadership programmes in Tanzania. She has 20 years of experience in teaching, researching and consulting in areas of banking, finance, investment, corporate governance, microfinance and entrepreneurship. She is active in research and has published academic papers in international refereed journals such as Journal of Management and Governance, Journal of Emerging Market Finance and Journal of African Business

Mr. Abdulmajid M. Nsekela

Managing Director, Ex Officio

Mr. Abdulmajid Mussa Nsekela is a seasoned African business leader with nearly three decades of experience in investment, business, retail, wealth management, and private banking across East Africa. His expertise spans transformational leadership, business turnaround, and strategic management. Throughout his career, he has held key roles in financial and strategic planning, risk management, governance, auditing, and compliance. In October 2018, he was appointed Group Chief Executive Officer (CEO) & Managing Director of CRDB Bank Plc. He is deeply passionate about leadership, economic empowerment, financial inclusion, and sustainable development.

During his first year at CRDB Bank, Mr. Nsekela led the Bank's accreditation by the United Nations Green Climate Fund (GCF) as a financial intermediary, making CRDB the first commercial bank in East and Central Africa to be accredited as a Direct Access Entity (DAE). Under his leadership, the Bank secured $100 million in 2021 to support climate-resilient agriculture and technology adaptation in Tanzania. In 2023, he spearheaded the launch of Tanzania's first green bond, valued at $300 million, further strengthening CRDB's position in sustainable finance.

Mr. Nsekela holds several leadership roles on key boards in Tanzania. He is the Chairman of the Tanzania Cooperative Development Commission (TCDC), the Arts and Culture Fund (Bodi ya Sanaa na Utamaduni), and the Tanzania Small Holders Tea Development Agency (TSHTDA). Additionally, he serves as a council member of the Tanzania National Business Council (TNBC) - Finance Working Group and is a board member of the Tanzania Financial Inclusion National Council (TFINC) and the Economic & Social Research Foundation (ESRF). Previously, he served on the boards of the Tanzania Private Sector Foundation (TPSF) and the Tanzania Mortgage Refinance Company Limited (TMRC). He is also the immediate former Chairman of the Tanzania Bankers Association (TBA), where he served for four years (2018-2022).

His leadership and impact in the financial sector have been widely recognised. In 2023, he was named among the 25 Top African Finance Leaders by the African Leadership Magazine (ALM). He was inducted into the African CEO's Hall of Fame (2020) by ALM and recognised among the 50 most reputable Bank CEOs in Africa (2021) by Reputation Poll International. In 2022, he received an Honorary Fellowship Award from the Tanzanian Institute of Banking (TIOB). He was also named CEO of the Year (2021 and 2022) by the Tanzania Top 100 Executives List and recognised as the "Most Inspiring Male Corporate Leader" by the Consumer Choice Awards in 2022.

Mr. Nsekela holds a Master's Degree in Business Administration - International Banking Finance (MBA-IBF) and a Post Graduate Diploma in Business Administration (PGDBA) from Birmingham University (UK). He also has an Advanced Diploma in Banking from the Institute of Finance Management (IFM), Tanzania, and is a graduate of Harvard Business School's Authentic Leadership Program.

Mr. Martin S. Warioba

Independent Non-executive Director

Martin Warioba is Founder and Managing Partner at Warioba Ventures, Africa-focused advisory and investment firm that provides advisory in corporate strategy, investment, project management, payments, risk management and technology. In addition, Warioba Ventures invests in early-stage startups, out of Tanzania as well as in East Africa, and builds sustainable ecosystem to support fintech and technology-related startups focusing on tackling Africa's great challenges. Martin oversees management and operations of Warioba Ventures.

He has 23-year experience in Information Technology, corporate management and payments, both as consultant, executive, project manager and software developer. Martin is one of key Payments and Digital Financial Services (DFS) experts in Africa and he was instrumental in development of payment scheme rules for world's first mobile wallet-to-mobile wallet interoperability between Mobile Network Operators (MNOs) in Tanzania as well as Democratic Republic of Congo, Rwanda, and Uganda. He advices Central Banks, Commercial Banks, MNOs, FinTech, Startups, Public and Private Sector, NGOs on Corporate Strategy, Digital Economy, DFS Interoperability, Payments, Policy & Regulations, Risk Management and Technology

Previously, Martin was a founder and Managing Partner at WS Technology Consulting, a successful business that operated across East Africa for 11 years. He also worked with Deloitte Consulting US LLP and Central Bank of Tanzania. Mr. Warioba has Computer Science degree with a minor in Mathematics from Louisiana State University as well as MBA and MSc in Information Management degrees from Arizona State University. Martin sits on board of CRDB Bank PLC and its Audit committee as Independent, Non-Executive Director, Board Chairman of CRDB Bank Foundation, Non-Executive Director representing all investors at DMRx LLC (Dawa Mkononi), and Non-Executive Board Director at Africa Business Angel Network (ABAN). Mr. Warioba is committed in mentoring young African professionals in areas of corporate governance, investment, leadership, management, technology and venture building. Due to his well-rounded technology and management expertise, Mr. Warioba is a regular speaker in many conferences and events across Africa. In his spare time, Martin enjoys reading, traveling and sports especially golf, basketball, athletics, and soccer.

Mr. Jes Klausby

Non-executive Director

Mr Jes Klausby is a Senior Bank Analyst at the Danish Central Bank. He worked as Executive Vice President, Head of Group Finance at Nykredit Group, Chairman/ Board Member of Dansk Pantebrevsbors, a subsidiary of Nykredit Realkredit, Managing Director at Nykredit Bank, a subsidiary of Nykredit Realkredit, Executive Vice President, Head of Central retail units in Nykredit Realkredit. He was also an External examiner in Finance at Danish Universities and a Teacher in Finance at Copenhagen Business School.

He has experience in financial reporting in a Danish bank, managing balanced scorecards, and implementing income and cost allocation in a complex financial organization.

Mr Klausby holds MSc in Mathematics and Economy from Aarhus University Denmark. He has attended a change management program at INSEAD. Mr Klausby is Chairman of the CRDB Bank Plc Risk Committee and member of the Governance, Nomination and Human Resource Committee.

Eng. Boniface C. Muhegi

Non-executive Director

Engineer Boniface Charles Muhegi is the Managing Director of JMK International Consultants Ltd (an engineering and project management consulting firm). He was the Registrar (Chief Executive Officer) of the Contractors Registration Board (CRB) for 15 years up to 2014 and is credited for the major strides made by CRB in conformity to its mission of regulating and developing a competitive and sustainable contracting industry with capable contractors who deliver quality works and observe safety in pursuit of economic growth.

He boasts of vast experience in the engineering and construction fields, having previously worked with the National Construction Council and Tanzania Electric Supply Company LTD (TANESCO).

Engineer Muhegi obtained his training in the spheres of engineering and construction management from reputable higher learning institutions namely; Master of Science in Engineering from the University of Melbourne, Australia, Bachelor of Science in Engineering (Civil) from University of Dar es Salaam, Advanced Post Graduate Diploma in Construction Management from the Institute of Housing Studies (IHS) Rotterdam, Netherlands. He has also attended short courses and seminars locally and abroad on technical, management, and governance issues.

He served as vice chair on the Advisory Board of Tanzania Building Agency (TBA) up to early 2014 and on the Boards of Tanzania Electric supply Company Limited (TANESCO),Dar es Salaam Water Sewerage Corporation(DAWASCO) and Public Procurement Regulatory Authority (PPRA) up to 2018. He is a Chairperson of the Governance, Nomination and Human Resources Committee and member of the Credit Committee of CRDB Bank Plc.

Prof. Faustine K. Bee

Non-executive Director

Prof. Faustine Karrani Bee was a distinguished Professor in Development Studies at Sokoine University of Agriculture (SUA) until December 2024. From March 2019 to July 2022, he served as Professor of Development Studies and Vice-Chancellor at the University of Dodoma (UDOM). Prior to his tenure at UDOM, he was the Vice-Chancellor at Moshi Co-operative University (MoCU), where he also held a professorship in Development Studies.

Prof. Bee began his academic career as a Tutor at the then Co-operative College Moshi in 1988, advancing to Lecturer in 1993. He served as Head of the Department from 1993 to 2000, and as Director of Research and Consultancy Services from 2000 to 2004. In 2004, the Co-operative College Moshi transitioned into the Moshi University College of Co-operative and Business Studies (MUCCoBS), a Constituent University College of SUA, where Prof. Bee ascended to the rank of Professor in 2014.

He held several key positions at MUCCoBS, including Director of the Bureau of Research and Consultancy Services (2006-2007), Deputy Principal (Academic) (2007-2010), and Principal (2010-2014). Prof. Bee played a pivotal role in transforming MUCCoBS into an independent university, Moshi Co-operative University (MoCU), in 2014, becoming its first Vice-Chancellor (September 2014 – March 2019).

Prof. Bee holds a Doctorate and a Master's degree in Development Studies, as well as a Bachelor's degree in Economics. He was a Visiting Research Fellow at the Institute of Developing Economies in Tokyo, Japan, from 1995 to 1996. Throughout his career, he has participated in numerous conferences and workshops both locally and internationally, and has an extensive record of research and publications.

He has served on various University Councils and Boards of Directors, including the University of Dodoma (2019-2022), Nelson Mandela – African Institution of Science and Technology (2016-2019), Sokoine University of Agriculture (2010-2014, 2017-2019), Moshi Co-operative University (2021-present), and Mwenge Catholic University (2016-present). He was Chairperson of the Inter-University Council for East Africa (IUCEA) (2019-2020) and the Committee of Vice Chancellors and Principals of Public Universities in Tanzania (CVCPUT) (2019-2021).

Prof. Bee has also chaired several boards, including the Local Authorities Pensions Fund (LAPF), College of African Wildlife Management Mweka, Moshi Urban Water Supply and Sanitation (MUWSA), and Dodoma Urban Water Supply and Sanitation Authority. He has been a board member of the Tanzania Coffee Board, Centre for Agricultural Mechanization and Rural Technology (CARMATEC), and Co-operative Audit and Supervision Corporation (COASCO).

Currently, Prof. Bee is a board member of CRDB Bank Plc, its subsidiary in DR Congo, and the newly formed Co-operative Bank of Tanzania Limited (CBT). He is a member of the Governance, Nomination, and Human Resources Committee, as well as the Credit Committee of the CRDB Bank Plc Board.

Mr. Abdul A. Mohamed

Non-executive Director

Mr. Abdul has extensive experience and a proven track record in dynamic, profitable, challenging, growth industries, including financial services, media, and commercial football. An accomplished financial specialist with high-quality leadership management, Mr. Abdul has served as Director of Strategy and Communication at Zanzibar State House since 2020. He has vast experience managing Van Mo Group, an emerging commodities trading and transport company with operations in Tanzania, Zambia, and South Africa, as Group Managing Director and CEO. Abdul has also served as Commercial Director at Azam Media Ltd. in 2018 and as Chief Executive Officer of Azam Football Club, Bakhresa Group, from 2016 to 2018; he was appointed General Manager of Azam Football Club in 2016. Between 2014 and 2015, he did the E & Y Summer Internship and served as a senior broadcasting Clouds Media Group (2010-2012) and ITV and Radio One (2003-2012).

Mr. Abdul is a Harvard alum from Harvard Kennedy School. He is also an accredited Harvard Business School-certified director; he holds a bachelor's degree in accounting and finance from Middlesex University UK. He is also a CFA Associate member and ACCA affiliate member from the United Kingdom. He is an IoD Certified Director.

Mr. Abdul is a member of the Governance, Nomination, and Human Resources as well as Risk Committees of the Board of Directors of CRDB Bank Plc and Chairperson of the Sharia Advisory Board.

Ms. Miranda N. Mpogolo

Independent Non-Executive Director

Miranda is the Founder and Managing Partner of Empower, a disruptive Tanzanian strategic consulting firm operating across Africa. Guided by their proprietary Theory of Transformation©, Empower collaborates with Executive Committees and Boards to translate organizational vision into actionable, measurable outcomes. The firm focuses on empowering people, enhancing processes, and strategically positioning brands to drive sustainable growth. Through its flagship Generation Empower (GenEm) initiative, Empower also invests in youth development, reinforcing Miranda's commitment to collective progress.

Miranda holds an MA in Theatre & Development Studies from the University of Leeds and a BA (Hons) in Drama, Applied Theatre & Education from The Central School of Speech & Drama in London. She has also completed the Certificate in Company Direction from the Institute of Directors (IoD) UK, a globally recognized qualification covering governance, finance, strategy, and leadership, equipping her with advanced skills in corporate governance and strategic leadership.

Miranda's influence extends beyond Empower, underpinned by extensive governance expertise across the financial, healthcare, and entrepreneurial sectors. She serves as Vice Chair of CCBRT Hospital, applying her skills to foster strategic growth and deliver meaningful social impact. Additionally, Miranda is Chair of the Africa Womens' Entrepreneurship Cooperative (AWEC), supporting women entrepreneurs across Africa. Her global perspective is further enriched by her roles as a Board Member of the Global AI Council and active participation in the Entrepreneurs' Organization (EO), where she contributes as a member of the Global Product Portfolio.

Inspired by the beauty of nature, the power of human connection, and the joy of family, Miranda channels her personal passions into her professional purpose—creating a more just, equitable, and thriving Africa for generations to come.

Miranda serves on the Board Governance, Nomination, and Human Resources Committee and the Credit Committee of CRDB Bank Plc.

Mr. Gerald P. Kasaato

Non – Executive Director

Mr. Gerald Paul Kasaato is the Deputy Managing Director of the National Social Security Fund (NSSF), a mandatory retirement savings scheme in Uganda with assets under management of approximately USD 7 Billion. Prior to that he was the Chief Investment Officer for 10 years for NSSF Uganda. Before that he was the Portfolio Manager in charge of Equities. Gerald also previously worked for National Housing and Construction Company Limited (Uganda) as Finance and Investment Manager and National Insurance Company Limited as Manager Investments and Treasury, and in the UK where he trained as a Chartered Accountant.

Mr. Kasaato is an alumnus of Harvard Business School. He holds a Bachelor of Science with Honors (BSc. Hons) in Accounting from Oxford Brookes University (UK), a Bachelor of Laws degree, LLB (Hons) from Nottingham Trent University (UK), an MBA in Finance from the University of Exeter (UK), and an MSc. in International Finance and Investment from London South Bank University (UK). He obtained the MSc. degree with distinction and was best graduating student on the MSc. Finance cohort in his graduation year. Gerald is a CFA Charter holder, a Chartered Accountant (UK), a Fellow of the Chartered Management Institute (FCMI, UK), and a member of the Institute of Certified Public Accountants of Uganda (ICPAU).

Gerald has obtained several trainings in the spheres of alternative investments from reputable higher learning institutions such as the Wharton School of the University of Pennsylvania and London Business School. Gerald has also undertaken the CEO Apprentice Program (Uganda) in Partnership with Strathmore Business School, Kenya.

Gerald in the past was a Non-Executive Director at both the Yield Fund Uganda—a private equity fund that focuses on agriculture in Uganda, and TPS (Uganda) also known as Serena Hotel. Additionally, Gerald was the Board Chairperson of Trade Development Bank, and Non-Executive Director representing the constituency that has; Uganda, Comoros, Democratic Republic of Congo, Sudan, and Angola. He served a three-year term which ended in September 2024. The term rotates across the five constituent member states.

Gerald loves travelling, listening to good debates, and watching sports such as formula one, football, rugby and tennis.

Mr. Kasaato is the Chairman of the Audit Committee of the Board of Directors of CRDB Bank Plc and represents CRDB Bank Plc on the board of the CRDB Insurance Company Limited (CIC).

Mr. Abdulrazak I. Badru

Non-Executive Director

Mr. Abdul-Razaq Ibrahim Badru is an accomplished business leader with over 20 years of extensive experience in management, strategy, capacity development, and business development across the public, non-profit, and commercial sectors. He currently serves as the Director General of the Public Service Social Security Fund (PSSSF), where he is accelerating transformational efforts to enhance financial sustainability, service delivery, and policy development in social security.

Prior to his current role, Mr. Badru was the Executive Director and Secretary to the Board of Directors (BoD) at the Higher Education Students' Loans Board (HESLB) in Tanzania from July 2016 to February 2024. Under his leadership, HESLB significantly improved access to education financing, enhanced loan recovery mechanisms, and strengthened operational and governance structures.

His career also includes serving as the Deputy Executive Director at the Ifakara Health Institute (IHI) in Dar es Salaam, Tanzania (2014–2016), where he played a pivotal role in driving institutional transformation and growth. From 2010 to 2013, he was the Country Director at Health Partners International (HPI) in Zambia, leading the implementation of health system strengthening initiatives and strategic partnerships.

Mr. Badru is a well-rounded professional with strong academic and leadership credentials. He holds: Postgraduate Diploma in Leadership from Aalto University Executive Education (AEE), Finland & Uongozi Leadership Institute, Tanzania. Master of Business Administration (MBA) in International Business Management – Indian Institute for Foreign Trade (IIFT), New Delhi, India and a Bachelor of Arts in Sociology – University of Dar es Salaam, Tanzania. He is a PhD candidate since 2018 exploring on the importance of aligning strategy and execution to create value, and sustainability

Additionally, he has attended specialized executive training programs in various fields both locally and internationally, equipping him with cutting-edge leadership, business management, and governance expertise.

A recognized leader in corporate governance, Mr. Badru serves on multiple boards, contributing his strategic insights and financial acumen:

Board Member, CRDB Bank Plc – Serving in the Audit Committee; Board Member, STAMICO – Supporting Tanzania's mining and mineral sector growth; Board Member & Committee Chair, KCMco – Providing oversight on governance and strategic direction. Board Member, BoT Mwalimu Nyerere Memorial Scholarship Fund – Advancing educational access for outstanding Tanzanian students. Member, Audit & Risk Committee, Sokoine University of Agriculture (SUA) – Strengthening institutional governance and financial sustainability.

With a proven track record in public sector leadership, financial stewardship, and policy development, Mr. Badru continues to drive impactful reforms and contribute to Tanzania's socio-economic development.

Mr. Royal J. Lyanga

Non-Executive Director

Royal Lyanga is a finance and tax expert with 20 years of experience in tax administration, financial planning, and public policy. He currently serves as the assistant commissioner for national planning and development at the Ministry of Finance and Planning, where he oversees the preparation and review of long-term development perspectives for the government of Tanzania. He plays a key role in formulating medium- and long-term plans to implement the Tanzania Development Vision.

Before joining the Ministry of Finance and Planning, Royal served as manager of statistics and business intelligence at the Tanzania Revenue Authority (TRA), where he also held roles as a principal statistician and statistician. Earlier in his career, he worked as an assistant lecturer at the Institute of Finance Management (IFM) in Dar es Salaam.

He is a board member of Tembo Nickel Corporation, a joint venture between the Tanzanian government and British firm Kabanga Nickel, managing one of the world's largest nickel deposit projects. He also represents the Ministry of Finance and Planning on the Committee of Finance and Budget for TAZAMA Pipeline Limited and is a member of the Commission for Review of Government Revenue and Expenditure Systems (CRGRES). Additionally, he has been appointed by the President to several negotiation and technical committees, particularly in the extractives industry.

Royal is a board member of the National Bureau of Statistics, serving as chairman of the statistical operations committee and a member of the Governance and Human Resources Committee.

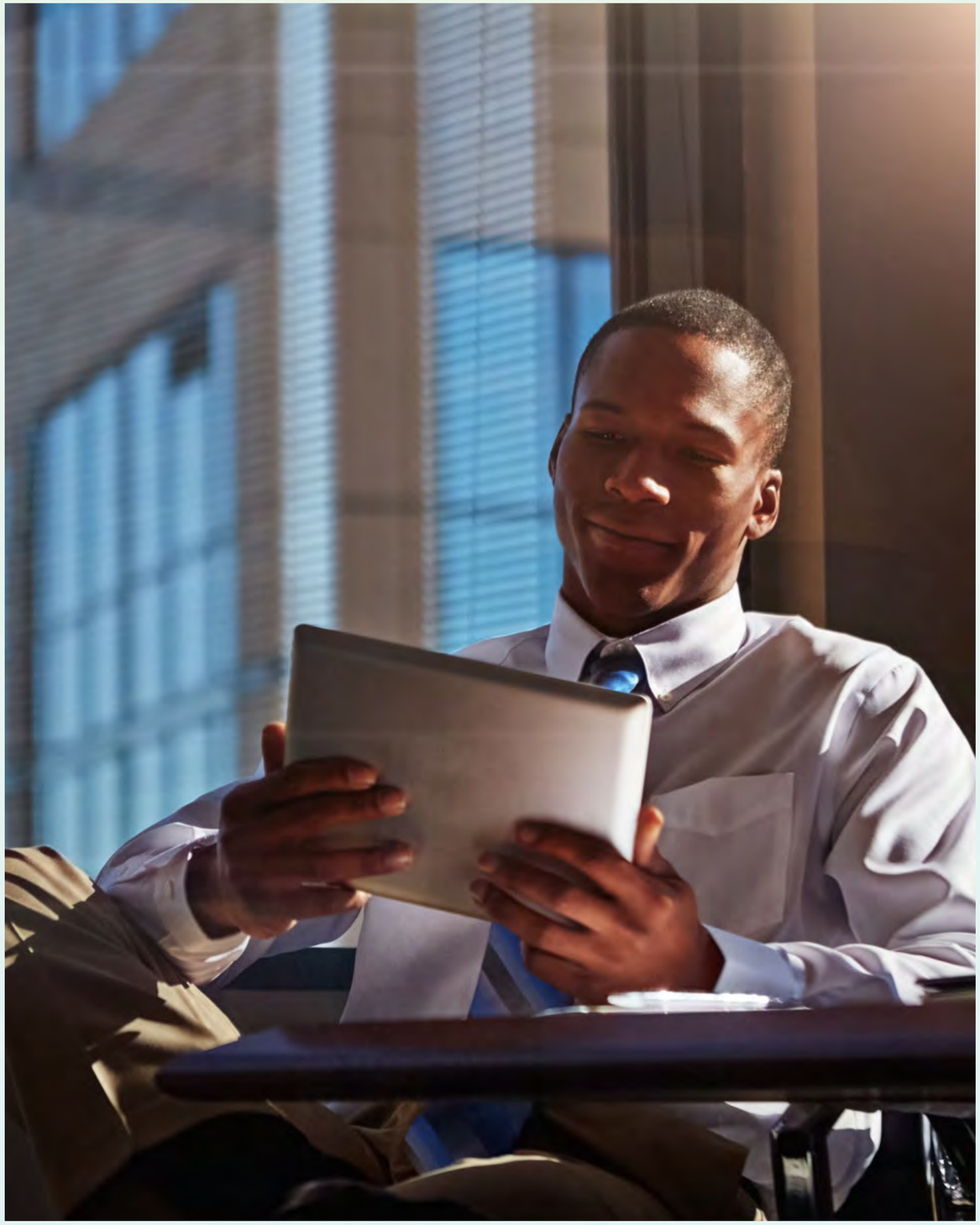
With over 15 years of experience, he specialises in financial risk management, statistics and data analysis, research and policy analysis, tax revenue forecasting, financial modeling, fiscal policy formulation, planning, monitoring and evaluation, and trade statistics.

He holds a Master's Degree in Statistics from the University of Dar es Salaam, Tanzania, and has completed specialised training at institutions including Duke University (North Carolina, USA) and Pretoria University (South Africa).

Dr. Fred M. Msemwa

Non-executive Director

Fred Msemwa is the Managing Director of Watumishi Housing Investments (WHI), a real estate and fund management firm responsible for management of Watumishi Housing Real Estate Investment Trust (REIT) and FAIDA Fund which is an open-ended Collective Investment Scheme (CIS). He has more than twenty years' professional experience spanning across sectors including real estate, tourism, construction, energy and water regulation, accountancy, audit, fund management, bank governance, and risk management. He previously served as Director of Audit at the Energy and Water Regulatory Authority – EWURA, Deputy Principal at National College of Tourism and rose from an Accountant to Finance Manager at National Housing Corporation (NHC). Dr. Fred graduated in accountancy from the Institute of Finance Management (IFM) and holds MBA Finance (UK). He is a certified Board Director and holds PhD in Business Administration. He is the Board Chairman of CRDB Bank DR Congo and sits on the Risk and Credit Committees of CRDB Bank Plc and serves on the Boards of Business Registration Agency (BRELA) and SAGCOT. He volunteers as the Chair of the Youth Dream Foundation (YDF); a youth empowerment NGO focusing on education, careers guidance and entrepreneurship. He has authored a Book on Usimamizi wa Biashara na Fedha and written several articles on real estate investment, entrepreneurship and career development.



Company Secretary

The Company Secretary plays a vital role in supporting the Board by offering qualified, competent, and experienced assistance, although is not a member of the Board. The Board is responsible for appointing the Company Secretary. Throughout the year, the Company Secretary ensures compliance with all applicable laws, regulations, and professional standards to maintain a good professional standing.

The primary responsibilities of the Company Secretary include:

Offering guidance to the Board and individual Board members regarding their duties, responsibilities, and powers, particularly concerning compliance with applicable laws and, when relevant, stock exchange requirements, and ensuring that these are exercised in the best interest of the Company.

Ensuring that Board procedures are consistently followed and regularly reviewed and that the Board adheres to all applicable laws, rules, regulations, and governmental policies.

Assisting the Chairperson and the Group Managing Director and CEO in organising general meetings and Board activities. This includes:

- Organising General Meetings and Board Activities:
  - Providing Information: Ensuring that all necessary information is available to Board members for informed decision-making.
  - Preparing Agendas: Creating detailed agendas for meetings to ensure all relevant topics are covered.
  - Issuing Notices: Sending out official notices for meetings in a timely manner to ensure all members are informed.
  - Overseeing Meetings: Managing the logistics of meetings, ensuring they run smoothly and efficiently.
- Board Evaluations and Governance Audits:
  - Board Evaluations: Conducting regular assessments of the Board's performance to identify areas for improvement.
  - Governance Audits: Reviewing governance practices to ensure compliance with legal and regulatory standards.
- Board Induction and Development Programs:
  - Induction Programs: Providing new Board members with the necessary orientation and training to understand their roles and responsibilities.
  - Development Programs: Offering ongoing education and development opportunities to enhance the skills and knowledge of Board members.
- Succession Planning:
  - Developing and implementing plans to ensure a smooth transition of leadership within the Board and executive management.
  - Reviewing Governance Processes:
  - Regularly evaluating the effectiveness of governance processes within the Board and Group.
  - Making recommendations or developing initiatives to strengthen governance practices.
- Providing secretarial services to the Board, which includes preparing and adhering to the Board Work Plan, circulating Board papers ahead of meetings, keeping records of attendance, safeguarding the corporate seal and documenting its usage, ensuring timely preparation and distribution of minutes from Board meetings and Committees, updating Board and Committee charters, and promptly filing necessary returns with relevant authorities.
- Custodian of all Board's official records including Board packs, minutes, and Bank's MEMARTS.
- Ensuring compliance with governance regulations, including filing required returns, updating statutory registers and Articles of Association, and adhering to continuous listing requirements.
- Facilitating effective communication between the Group and its shareholders, as well as coordinating the publication and distribution of the annual report and financial statements.
- Organising and managing the process of conducting the Annual General Meeting (AGM) or extraordinary general meetings and advising on concerns that need to be raised at Board meetings to secure shareholder support and votes.
- Monitoring share movements on the Register of Shareholders

Separation of roles and responsibilities

The Chairman, a non-executive role, and the Group Managing Director and CEO are separate roles. The Chairman is responsible for the Board's leadership and management and for ensuring that the Board and its committee's function effectively.

The Group Managing Director and CEO bears overall responsibility for implementing the strategy agreed by the Board, the operational management of the Company, and the business enterprises connected with it. The Senior Management team supports him in this.

The Senior Management team is encouraged and invited to attend Board meetings to facilitate effective communication, assist the Board with its deliberations, and provide critical insights and analysis of various business units within the Bank. Board meetings are held quarterly to deliberate on the Group's results.

While the Chairman and Group Managing Director and CEO are collectively responsible for the leadership of the Group and for promoting the highest standards of integrity and probity, there is a clear and effective division of accountability and responsibility between the Chairman and the Chief Executive, and each plays a distinctive role but complementing each other to ensure that there is a balance of power and authority, and no individual has unfettered powers of decision and control.

Key roles and responsibilities of the Chairman of the Board.

- Provides leadership and governance of the Board to create the conditions for the overall effectiveness of the Board and individual Directors and ensures that the Board discusses all key and appropriate issues in a timely manner.
- Promotes effective relationships and open communication and creates an environment that allows constructive debates and challenges, both inside and outside the Boardroom, between Non-executive Directors and the management.
- Ensures that the Board plays a full and constructive part in developing and determining the Group's strategies and policies, that Board decisions are in the Group's best interests, and that they fairly reflect the Board's consensus.
- Ensures that the strategies and policies agreed by the Board are effectively implemented by the Chief Executive and the management.
- Establishes good corporate governance practices and procedures and promotes the highest standards of integrity, probity, and corporate governance throughout the Group and particularly at the Board level. It is the responsibility of the chairman to adhere to the code of corporate governance/ Board charter.

Key roles and responsibilities of the Group managing Director and Chief Executive Officer

- Leads the management in the day-to-day running of the Group's business in accordance with the business plans and within the budgets approved by the Board.
- Leads the management to ensure effective working relationships with the Chairman and the Board by meeting or communicating with the Chairman on a regular basis to review key developments, issues, opportunities, and concerns.
- Develops and proposes the Group's strategies and policies for the Board's consideration.
- Implements, with the support of the management, the strategies and policies as approved by the Board and its committees in pursuit of the Group's objectives.
- Conducts the affairs of the Group in accordance with the practices and procedures adopted by the Board and promotes the highest standards of integrity, probity, and corporate governance within the Group.2-

Board independence

A key component of our governance framework is board independence. Our board comprises a majority of Directors who are not part of the Group's executive team or otherwise closely tied to the Bank. This structure ensures that our Directors can provide unbiased oversight, free from conflicts of interest, and make decisions that are in the best interest of our shareholders. By maintaining an independent board, we uphold the integrity of our governance practices and foster trust among our stakeholders.

The Group benefits from the presence of three Independent Non-Executive Directors who have no financial ties to it. Their independence allows them to provide unbiased oversight, hold management accountable, and contribute to strategic decision-making that aligns with shareholders' interests. Their independence is crucial in ensuring that the Board's actions are transparent and focused on long-term value creation for the Group.

Assessing independence.

The Board rigorously evaluates the independence of its Director's both at the time of their appointment and continuously throughout their tenure. Each Director is required to provide an annual declaration of their interests, any conflicts, and their independent status, with the opportunity to declare interests at any point during the year.

In assessing a Director's independence, the Board considers all relevant facts and circumstances, focusing on any direct or indirect relationships with the Bank, senior management, or other Directors that could influence their actual or perceived independence. This includes relationships with companies that have significant business ties with the Bank and not-for-profit organisations receiving substantial support from the Group.

The Board's independence is assessed annually in accordance with the National Board of Accountants and Auditors (NBAA) regulations. Additionally, all Board members are evaluated through the Regulator, the Central Bank of Tanzania (BOT).

Throughout the year, the Board received no complaints regarding Board Independence from the NBAA, the professional body, or from the Central Bank of Tanzania, the regulator.

Board committees

An effective committee structure permits the Board to address key areas in more depth than may be possible at the full Board level. Decisions about committee membership and chairs should be made by the full Board based on recommendations from the nominating/corporate governance committee.

The responsibilities of each committee and the qualifications required for committee membership is clearly defined in a written charter that is approved by the Board. Each committee is required to review its charter annually and recommend changes to the Board. All committees are required to update the full Board of their activities on a regular basis. The report to include findings, matters identified for specific recommendation to the Board, action points and any other issues as deemed appropriate.

The table below shows the number of Board and Committee meetings held during the year and the attendance by those charged with governance:

S/N	Name of Director	Main Board	Board Audit Committee	Board Credit Committee	Board Governance, Nomination and Human Resource Committee	Board Risk Committee
1	Dr. Ally H. Laay	6/6				
2	Prof. Neema M. Mori	6/6		15/15		3/4
3	Mr. Boniface C. Muhegi	6/6		13/15	6/6	
4	Mr. Hosea E. Kashimba*	3/6	3/5			
5	Mr. Jes Klausby	6/6			6/6	4/4
6	Prof. Faustine K. Bee	6/6		14/15	6/6	
7	Dr. Fred M. Msemwa	6/6		15/15		4/4
8	Mr. Abdul A. Mohamed	6/6				3/4
9	Mr. Martin S. Warioba	6/6	5/5			
10	Ms. Miranda N. Mpogolo	6/6		15/15	6/6	
11	Mr. Gerald P. Kasaato	5/5	5/5			
12	Mr. Royal J. Lyanga	5/6			6/6	4/4
13	Mr. Abdulrazak I. Badru*	1/6	1/5			

During the year, the Group has complied with the principles and codes of best practice.
There was no regulatory requirement that influence the design of the governance above.
* During the year, Mr. Abdulrazak I. Badru joined the Board of Directors in September 2024 to replace Mr. Hosea E. Kashimba

Permanent invitee to Board meetings

The Board ensures that key executives are permanent invitees to its meetings. This includes the Chief Financial Officer (CFO), Chief Commercial Officer (CCO), and Chief Operating Officer (COO). Their presence is crucial for providing expert insights and facilitating informed decision-making. By involving these senior officers, the Board can leverage their specialised knowledge and experience, ensuring that discussions are comprehensive, and decisions are well-grounded in the operational realities of the Group.

Board Audit Committee

The committee oversees the Group's internal audit function and ensures that the internal audit staff has adequate resources and support to carry out its role. The committee reviews the scope of the internal/external audit plan, significant findings by the internal/external audit and management's response, and the appointment and replacement of the senior internal auditing executive and assesses the performance and effectiveness of the internal audit function annually.

Role of the committee

- Overseeing the financial reporting process, ensuring that internal control systems are adequate and effective; and acting as a bridge between the external auditors and the management.
- Review the quarterly Group performance and give assurance on the integrity of the numbers to the main Board before publication and submission to the Central bank.
- Reviewing the integrity of the Group's Consolidated financial statements for the period ended 31 December.
- Review the appointment of the External auditors their terms of engagement and the audit fees and recommend to the Board for approval.
- Monitoring and reviewing the performance of the Group's external auditors.
- Reviewing periodic audit reports of the Group operations and internal controls presented by the internal auditors.
- Reviewing and recommend to the Board the internal and external audit plans.
- Approving committee annual work plan

This committee planned and met five (5) times during the year.

The committee comprised of the following members:

S/N	Name	Nationality	Qualification
1	Mr. Hosea E. Kashimba*	Tanzanian	MBA in Corporate Management, ADA, FCPA(T)
2	Mr. Martin S. Warioba	Tanzanian	MSc in Information Management, MBA BSc in Computer Science
3	Mr. Gerald P. Kasaato	Ugandan	MBA(Finance) MSc. in International Finance & Investment Bachelor of Laws degree, LLB (Hons) BSc. Hons) in accounting CFA Charter holder, a Chartered Accountant (UK), a Fellow of the Chartered Management Institute (FCMI, UK), and a member of the Institute of Certified Public Accountants of Uganda (ICPAU)
4	Mr. Abdulrazak I. Badru*	Tanzanian	PhD candidate exploring strategy alignment and execution to create value, and sustainability (in progress) MBA – International Business Management Postgraduate Diploma in Leadership B.A in Sociology – University of Dar es Salaam

* During the year Mr. Abdulrazak I. Badru joined the Audit Committee in September 2024 to replace Mr. Hosea E. Kashimba

To ensure full separation of membership, members serving in the Board Audit Committee are not allowed be elected to serve in any other committee. The committee like other committees, has a charter that describes its oversight function. All members served in this committee during the year are non-executives and independent with no financial interest in the entity or significant relationships with major shareholders, management, suppliers, or customers.

One member in the committee is an accountant holding professional certifications from various bodies. Mr. Gerald P. Kasaato who is chair, is a CFA Charter holder, UK Chartered Accountant (Fellow), a Fellow of the Chartered Management Institute (FCMI), and a member of the Institute of Certified Public Accountants of Uganda (ICPAU).

Activities of the Committee

- The committee held six meetings this year and performed the below activities;
- Reviewed the auditor appointment, considering their effectiveness, independence, and relevant guidelines, and made a recommendation to the Board before the approval at AGM.
- Reviewed and approved the quarterly financial reports for publication presented by the management which was audited by the internal auditors to be published as required by the regulations 7 and 8 of the banking and Financial Institutions (Disclosures) Regulations, 2014.
- Discussed quarterly internal audit reports done in various departments and general branch operations on selected branches which was presented by the Department of Internal audit. The reports were discussed by the members of the Board and direct internal audit department to increase the coverage of the areas to be audited to reduce risks of fraud, and over/understatement of the numbers. Emphasis was pressed on internal controls, to make sure that strong internal controls are in place and are being reviewed regularly.
- Discussed External Auditors' Audit report and audited financial statements for the year ended 31 December 2024 presented by the External Auditors (PwC) and directed management to ensure issues raised which are not system related, are closed timely.
- Discussed the performance of the internal audit department, especially on the closure of issues raised by the Central bank, and directed, they must validate all issues closed by management before they are shared to the Central bank as closed.
- Reviewed and recommended to the Board the internal and external audit plans.
- Approved committee annual work plan for FY 2024.

Board Governance, Nomination and Human Resources Committee

The Committee is responsible for ensuring that the Board remains balanced, both in terms of skills and experience and between executive and non-executive Directors. It leads the process for appointments to the Board, and makes recommendations to the Board, ensuring there is a formal, rigorous, and transparent procedure. It also decides on recruitment at senior levels based on the responsibilities and remuneration of management staff and Directors.

- Establish and recommends to the Board for approval criteria for Board membership and periodically reviews and recommends changes to the criteria.
- Review of the composition of the Board, along with its succession planning including an assessment of the mix of the Directors' skills, experience and an identification of qualifications and attributes that may be valuable in the future and anticipated Directors' exits.
- Reviewing the appointment of Directors to be recommended to the Board before are recommended to shareholders at the AGM for election and re-election for director who had reached the statutory retirement.
- Monitor evaluation of whether the Board has the necessary tools to effectively perform its oversight function.
- Reviewing and recommending for Board approval the remuneration proposals for Executive, non-executive Directors, as well as Senior Management.
- Reviewing key policies such as Human resources policy which guides the operations, remunerations and management of human capital.
- Reviewing and recommending the annual staff bonus to the Board.
- Reviewing and recommending the renewal of terms and conditions of employment for Board approval.

This committee planned and met five (5) times during the year.

The committee comprised of the following members:

S/N	Name	Nationality	Qualification
1	Eng. Boniface C. Muhegi	Tanzanian	MSc Engineering (Civil), BSc Engineering (Civil) Advanced Post Graduate Diploma in Construction Management
2	Mr. Jes Klausby	Danish	MSc Mathematics - Economics
3	Mr. Abdul A. Mohamed	Tanzanian	BSc in Accounting & Finance Associate member of CFA and ACCA (UK)
4	Ms. Miranda N. Mpogolo	Tanzanian	M.A in Theatre & Development Studies B.A (Hons) in Drama, Applied Theatre & Education
5	Prof. Faustine K. Bee	Tanzanian	PhD in Development Studies M.A in Development Studies, B.A in economics
6	Mr. Royal J. Lyanga	Tanzanian	M.A in Statistics, B.A in Statistics

Activities of the Committee

The committee held six meetings this year and performed the below activities;

- Discussed issues and matters pertaining to the Board and management including diversity to the Board and management.
- Reviewed the status of women empowerment including trainings to take higher positions.
- Discussed the staff productivity and directed management to ensure staff productivity is enhanced to increase revenues and consequently increase profits of the Group.
- Discussed and recommended to the Board the salary increments to staff
- Reviewed and recommended to the Board bonuses to be paid to staff for year 2024 based on the achievements against targets.
- Discussed and recommended to the Board the approval of the new company secretary whose tenure starts in January 2025.
- Reviewed and recommended to the Board for approval the training development of the Directors.
- Reviewed and made recommendations to the Board on the appointment of Directors, before approval at the AGM.

Board Credit Committee

In recognition that lending is the key business and number one income earner to the Group, the committee shall assist the Board and provide oversight responsibility in the management of credit risk by continuously reviewing and analyzing the Group's credit risk profile and advising the Board on the right direction and corrective action in a timely manner.

The Board credit committee seeks to ensure that the quality of the Bank's asset book remains within acceptable parameters and that the business has an effective credit policy, consistent with regulatory requirements and prudent risk management practices.

Role of the committee

- Assist the Board in understanding of the Bank's credit portfolio and activities including development of credit management strategies and recommending the same to the Board for approval.
- Monitor implementation of the approved credit management strategy.
- Provide strategic leadership role and oversight of credit risk management process and function in the Bank, including reviewing and recommending Credit Policies and credit risk appetite to the Board.
- Reviewing the quality and performance of the Bank's credit portfolio quarterly and advise management accordingly.
- Ensure Compliance to the Bank's Credit Policy and prudential regulations with respect to credit risk management.
- Reviewing and recommend to the Board for approval the loan and advances for charge off as per the Central bank regulation.

This committee planned and met fifteen times (15) during the year.

The committee comprised of the following members:

S/N	Name	Nationality	Qualification
1	Prof. Neema M. Mori	Tanzanian	PhD in International Business Corporate Governance & Boards of Financial Institutions MBA in Finance, Bachelor of Commerce in Finance
2	Eng. Boniface C. Muhegi	Tanzanian	MSc Engineering (Civil), BSc Engineering (Civil) Advanced Post Graduate Diploma in Construction Management
3	Dr. Fred M. Msemwa	Tanzanian	PhD in Business Administration, MBA in Finance
4	Prof. Faustine K. Bee	Tanzanian	PhD in Development Studies M.A in Development Studies, B.A in economics
5	Ms. Miranda N. Mpogolo	Tanzanian	M.A in Theatre & Development Studies B.A (Hons) in Drama, Applied Theatre & Education

Activities of the Committee

The committee held fifteen (15) meetings this year and performed the below activities;

- Reviewed the loan portfolio quality to ensure the Group comply with the internal limit set on NPL ratio and regulatory requirement of not more than 5%.
- Reviewed and recommended to the Board for the approval the annual review of the credit policy
- Reviewed and approved several loans and advances to customers which needed Board approval and recommended the same to the main Board for approval.
- Discussed on the single borrower limit and directed management to ensure the Bank always complies as per the regulation requirement.
- Discussed the restructured loans and thereafter made recommendations to the Board on the remedial actions as well as measures that may enhance the quality of the portfolio.

Board Risk committee

The main responsibility of the Board risk committee is Group risk oversight and is required to provide the main Board regularly with the information it needs to understand all the Group's major risks, their relationship to the Group's strategy and how these risks are being addressed. The committee oversees and advises on current and potential risk exposures of the Bank; the Bank's Risk Management Framework; the future risk strategy of the Bank, including strategy for capital and liquidity management and promoting a risk awareness culture in the Bank, alongside established policies, and procedures.

Role of the committee

- Group risk oversight
- Reviewing reports on the risk assessment every year

The committee maintains a risk register for each department and a consolidated risk register for the Group, which the Board reviews regularly

- Reviewing all business operations policies and recommend to the main Board for approval.
- Overseeing the internal control and risk management systems.
- Oversee Group's compliance with applicable legal and regulatory requirements

This committee planned and met four (4) times during the year.

The committee comprised of the following members:

S/N	Name	Nationality	Qualification
1	Mr. Jes Klausby	Danish	MSc Mathematics – Economics
2	Dr. Fred M. Msemwa	Tanzanian	PhD in Business Administration MBA in Finance
3	Prof. Neema M. Mori	Tanzanian	PhD in International Business Corporate Governance & Boards of Financial Institutions MBA in Finance Bachelor of Commerce in Finance
4	Mr. Abdul A. Mohamed	Tanzanian	BSc in Accounting & Finance Associate member of CFA and ACCA (UK)
5	Mr. Royal J. Lyanga	Tanzanian	M.A in Statistics, B.A in Statistics

Activities of the Committee

The committee held four (4) meetings this year and performed the below activities;

- Discussed on the risk assessment, management and compliance issues to avoid unnecessary penalties which can result from non-compliance on the internal controls and regulators.
- Reviewed and deliberated the risk assessment report presented by the management and thereafter recommended the report to the main Board.
- Discussed Group's compliance issues, including the Group's code of conduct, reporting compliance and compliance with all internal ratios set by the Board.
- Discussed the legal and regulatory updates.
- Reviewed the terms of reference of the committee.
- Approved committee annual work plan for the FY 2024.

In addition to the above committees, there are committees on a management level comprised of senior management whose frequency of meetings is weekly, monthly, and quarterly.

Shariah Advisory Board

The Shariah Advisory Board for CRDB Bank plays a crucial role in the Bank's operations by ensuring that all financial products and services offered under the Al barakah Islamic window comply with Islamic principles. This Board is made up of respected scholars and experts in Islamic finance who carefully review and approve the Bank's offerings. Their guidance guarantees that CRDB Bank's Islamic banking window, "Al Barakah," operates within the framework of Shariah law, providing ethical and interest-free financial solutions to its customers.

The Shariah Advisory Board comprised of the following members:

Name	Nationality	Age	Qualification
Mr. Abdul A. Mohamed	Tanzanian	34	BSc in Accounting and Finance
Mr. Sheikh Issa Othman Issa	Tanzanian	60	Advance Diploma in Social Science (Counselling)
Mr. Khalfan A. Salim	Tanzanian	41	Master's degree in management and leadership
Mr. Juma A. Mohammed	Tanzanian	57	MSc. in Finance
Mr. Exavery Makwi	Tanzanian	56	Master of Business Administration (Finance)
Prof. Monzer Kahf *	USA	84	Ph.D., Economics
Prof. Aishath Muneeza**	Maldivian	39	Ph.D., Islamic Banking

Shariah Advisory Board meetings

The Shariah Advisory Board planned to meet (4) and met (4) times during the year.

Name of Director	Number of meetings
Mr. Abdul A. Mohamed	4/4
Mr. Sheikh Issa Othman Issa	4/4
Mr. Khalfan A. Salim	4/4
Mr. Juma A. Mohammed	2/4
Mr. Exavery Makwi	4/4
Prof. Monzer Kahf *	-
Prof. Aishath Muneeza**	-

*Prof. Monzer Kahf retired in March 2024.
**Prof. Aishath Muneeza was appointed in November 2024

Directors' remunerations

Remuneration of Those charged with governance, (Directors) considers the demands, complexities, and performance of the Group. Management periodically prepares a propwosal for fees and other emoluments to be paid to Directors. Proposals include benchmarking against similar companies or the industry, market realities, and the need to attract and retain skilled, experienced Directors to drive the business. The same is forwarded to the Annual General Meeting (AGM) for final approval.

The Remunerations are reviewed annual to ensure are appropriate and adequate in comparison with the industry benchmark. The Directors are not eligible for pension scheme membership and are not part of the Bank's remuneration scheme.

The table below shows remunerations of the Directors of the parent company, subsidiaries and that of the Shariah advisory Board within the parent company. Information on aggregate amounts of the emoluments and fees paid during the year to Directors in comparison to the previous year is disclosed below: -

Name	2024 TZS Million	2023 TZS' Million
Dr. Ally H. Laay	89	89
Mr. Boniface C. Muhegi	84	84
Mr. Hosea E. Kashimba*	41	82
Prof. Neema M. Mori	86	86
Mr. Jes Klausby	80	80
Prof. Faustine K. Bee	80	80
Mr. Abdul A. Mohamed	76	76
Dr. Fred M. Msemwa	80	80
Mr. Martin S. Warioba	76	76
Ms. Miranda N. Mpogolo	80	80
Mr. Gerald P. Kasaato	76	76
Mr. Royal J. Lyanga	76	76
Mr. Abdulrazak I. Badru**	41	-
Mr. Abdulmajid M. Nsekela***	-	-
TOTAL	**965**	**965**

*During the year 2024 Mr. Hosea Kashimba was paid for two quarters that he served (Q1 and Q2) in the Board.

**During the year 2024 Mr. Abdulrazak Badru was paid for two quarter he served (Q3 and Q4) in the Board to replace Mr. Hosea E. Kashimba

***Mr. Abdulmajid Nsekela (Managing Director) is an ex-officio member who is paid a monthly salary by the Bank, this is part of key management remuneration

The table below shows Directors who also served the Group's subsidiaries during the year with the respective fees paid

Shariah Advisory Board

The table below shows Directors who served the Shariah Board during the year with the respective fees paid

Name	2024 TZS Million	2023 TZS' Million
Mr. Abdul A. Mohamed	32	32
Sheikh Issa Othman Issa	21	21
Mr. Khalfan A. Salim	21	21
Mr. Juma A. Mohammed	21	21
Mr. Exavery Makwi	21	21
Prof. Monzer Kahf	5	21
Prof. Aishath Muneeza	-	-
TOTAL	**121**	**137**

*Prof. Monzer Kahf retired in March 2024

**Prof. Aishath Muneeza was appointed in November 2024

Board and committees' performance evaluation

The Board has an effective mechanism for evaluating its performance on a continuing basis. The evaluation is based on an annual assessment of the effectiveness of the full Board, the operations of Board committees, and the contributions of individual Directors. The results of these evaluations are reported to the full Board, and thereafter, there is a follow-up on issues and concerns that emerge from the evaluations.

The Board periodically considers a combination of methods to result in a meaningful assessment of the Board and its committees. Common methods include the use of written questionnaires. After evaluation, the Board discusses the results of the evaluation exercise, which informs the Board on the training needs of its members.

After every three years, Board evaluation and assessment are done by an external party/consultant to ensure the Bank, and the Board continue to operate consistently within good governance and best practice principles. During the year, the evaluation of the Board, its committees and the individual Directors was performed internally using questionnaires, results discussed, and the training needs of the members were identified, which will be implemented in the year 2025.

Code of conduct and Ethical behaviour

The Board has adopted a code of conduct for all Directors and employees, including the chief executive officer, that addresses conflict of interest, among other things. The code is reviewed and updated regularly. It is shared annually with all employees and Directors, who are required to confirm in writing that they have complied with it.

Board members are expected to observe the highest standard of ethical behaviour, which supports and encourages policies that require Directors and all employees to maintain a high standard of integrity and display honesty in their dealings.

We are committed to high standards of ethical behaviour and operate a zero-tolerance approach to bribery and corruption, which we consider unethical and contrary to good corporate governance. It is the utmost responsibility of all staff within the Bank to comply with the Group's code of conduct. In addition, the code of conduct emphasises the responsibility of the Board and internal and external auditors to ensure the confidentiality of the Group information.

Board Policies

The Board has developed comprehensive policies and procedure documents to serve as essential guides for the Directors and Management in effectively executing their roles and responsibilities. These documents provide a framework that ensures clarity and accountability throughout the Group. Below, is a detailed summary of the governance documents along with their key provisions.

Conflict of interest policy

The Board has established a policy and a set of procedures relating to Directors' conflicts of interest and related party transactions. In all Board meetings, there is an agenda for declaring conflicts of interest, and a conflict-of-interest register is reviewed regularly.

Those charged with governance are expected to avoid any action, position, or interest that conflicts with the interest of the Bank or gives the appearance of a potential conflict. In this regard, all Directors are required to:

- Declare any interests that may give rise to potential or perceived conflict e.g., multiple Directorships, business relationships or other circumstances that could interfere with the exercise of objective judgment;
- Declare as soon as they become aware that a subject to be discussed at a Board or committee meeting may give rise to a conflict of interest at the outset of the applicable meeting. The conflicted Director is not allowed to participate further in the discussion of that subject, nor vote on it.
- Director(s) with a continuing material conflict of interest is required to consider resigning from the Board.

Board members are required to inform the Company Secretary of any changes regarding Directorships and conflicts of interest within 30 days. The Board is required to evaluate all potential or perceived conflicts of interest as declared and approve such transactions with the Bank as may be appropriate.

A register of declared conflicts of interest is being maintained by the Company Secretary.

During the year, none of the Directors had a material interest, directly or indirectly, in any significant contract with the Group.

Insider trading and disclosure policy

It is the Group policy that Directors and employees considered to have privileged knowledge, from time to time, of material facts or changes in the affairs of the Group, which have not been disclosed to the public, including any information likely to affect the market price of the Bank's securities, cannot buy or sell ("trade") Group securities, except in accordance with the requirements of the Group policy.

CRDB Insiders are prohibited from trading Group securities either on their own behalf or on behalf of someone else when the trading window is closed. They are also required to keep any unpublished and non-public sensitive information received by them, whether in the ordinary course of their employment or office or otherwise, confidential and with sufficient protection from unauthorised disclosure or access.

The Bank regularly communicates through corporate communication with all staff to remind them of the restrictions on insider trading.

Whistle-blowing policy

The Group has strong whistle-blowing policies and procedures with the main objective of promoting a framework within the Bank where staff are encouraged and feel confident to reveal and report any fraudulent, immoral, unethical, or malicious activity or conduct of fellow employees, management, those charged with governance, clients, consultants, vendors, contractors, and/or any other parties with business relationship with the Bank which in their opinion may cause financial or reputational loss to the Bank.

The policy is crucial for fostering a compliance culture where employees follow internal policies and respect laws. The Bank is dedicated to upholding high ethical and legal standards. This policy allows concerns about fraud, corruption, or misconduct to be raised while protecting whistle-blowers from retaliation.

The whistle-blower and Witness Protection Act of 2015 makes it illegal for employers to retaliate against whistle-blowers.

Staff receive periodic training as part of their induction and ongoing development. This training encourages employees and other stakeholders to share information that supports good corporate governance practices. The Bank's website features a whistle-blower section where customers and other stakeholders are encouraged to report misconduct through various channels, either internally or externally via an independent third party. Whistle-blowers have the option to disclose their identity or remain anonymous.

Anti-Corruption and fraud risk policy

Our commitment to good corporate governance is reflected in our stringent anti - corruption and fraud risk policy which has been developed to provide a coordinated approach towards managing fraud and corruption risk as one of the key elements in our overall business risk management practices. We maintain a zero-tolerance stance towards any form of bribery or corruption, ensuring that all business activities are conducted with the highest level of integrity and transparency. This policy applies to all employees, directors, and third-party associates, requiring them to adhere to ethical standards and legal requirements. Regular training and awareness programs are conducted to ensure that everyone within the Group understands their responsibilities and the importance of compliance.

To safeguard against corruption and fraud, we have implemented robust internal controls and reporting mechanisms. These measures include thorough due diligence processes, regular audits, and a secure whistleblowing system that allows employees to report any suspicious activities without fear of retaliation. By fostering a culture of accountability and ethical behaviour, we aim to protect the interests of our stakeholders and uphold our reputation as a responsible and trustworthy organisation.

Anti-money laundering policy

The Board of Directors plays a vital role in ensuring effective corporate governance and compliance with anti-money laundering (AML) measures. Their responsibilities include establishing a clear governance framework, defining roles for AML compliance, and holding senior management accountable. The Group has implemented a strong governance process for AML measures to protect the Bank's reputation and financial stability. Adhering to this policy is mandatory at the Group level, as it ensures compliance with AML, counter-financing of terrorism (CFT), and counter-proliferation financing (CPF) legislation in all the countries where we operate.

Group Communication/ Public Relations Policy

The policy aims to ensure that the information originating from the Bank is accurate and complete, reflects the official position of the Bank and is released to the media and targeted public in a consistent and timely manner. The ultimate objective is to build a mutually beneficial relationship between the Bank and the public. The Board has established effective communication with the Bank's stakeholders including the media and other channels found appropriate.

- The primary objective of this policy is to ensure the Public Relations process is conducted in a structured, systematic and consistent manner,
- Define the roles of the Board and senior management in the management of Public Relations process in the Bank.
- Ensure the Bank is presented with consistent messages and with one clear voice to the media and public.
- Provide guidance and direction to all Bank staff regarding public and media for the benefit of the Bank.
- To develop positive public perceptions, manage and maintain internal and external public and media relations for the Bank's benefit.
- Guide the Bank's activities related to management of risks arising from local, regional, national and international publicity.
- Safeguard and enhance the Bank's reputation across the wider community.
- To promote the Bank's mission, vision and values

Remuneration policy

The policy outlines the guidelines and criteria for the compensation of those charged with governance. It aims to ensure transparency and fairness in the compensation process while aligning with the Groups' goals and values

Group operational policies

Comprehensive operational policies serve as essential guidelines for the Management team, enabling them to effectively navigate and execute the various functions within the Group's operations. These policies ensure that every process is streamlined and aligned with the overall strategic vision, fostering efficiency and promoting a culture of accountability across all levels of the Group.

Induction program of the new members of the Board

Each new Board member is required to participate in an induction program that is tailored to effectively orient the member to the Bank's business and organisation structure including subsidiaries, roles/responsibilities of the Board and its various committees, strategy, objectives, policies, procedures, operations, senior management, and the business environment. The induction package also includes all the necessary information that is required by a member for effective performance in the Board including Board charters, recent financial reports and governing laws and regulations. They receive comprehensive guidance from the Company Secretary on the Group's corporate governance framework.

Training and development of the members of the Board

The Board members are also being introduced to their fiduciary duties and responsibilities and any other aspects unique to the business. Therefore, the main purpose of the training is to ensure Board members have a clear understanding of their role in corporate governance and can exercise sound and objective judgment about the Bank's affairs.

The Board are required to ensure adequate training and development of the members through continuous training to keep them well informed on critical information pertinent to the business and corporate governance environment. It is the responsibility of the Board to conduct an annual review to identify training needs for each member on a regular basis and facilitate up-skilling as well as continuous development of each member.

Non-executive Directors also develop and refresh their skills and knowledge through periodic interactions and briefings with senior management of the Group's business functions, changes in laws and regulations, policies, and practices.

During the year, the Board completed the planned training and development sessions as per the table below;

S/N	Training type and description of training	When	Trainer
1	**Committee Training 1 Topics covered:** The role of Board on Credit oversight; Data Analytics and AI in transforming Company Direction; Board's role on Governing Strategic Performance.	June 3 – 7, 2024	Common Purpose Asia - Pacific Ltd
2	**Committee Training 2 Topics covered:** Blockchain and Cryptocurrency Financial Products; Emerging AI Technology against Employee improved productivity and performance; Green Finance (Borrowing, Lending & Incentives), Opportunities – MACG/Sustainability Reporting and Compliance and Leading from the Future.	July 1 – 5, 2024	Alhuda Cibe FZ LLE and i2i Group Inc.
3	**Global IIA International Conference Topics covered:** Artificial Intelligence; Cyber Security; Sustainability; Global Internal Audit Standards; Governance, Leadership and Board Relations and Human Capital and Social.	July 13 – 18, 2024	Global Institute of Internal Auditors
4	**Board and Management Study Tour Topics covered:** Digital Financial Inclusion; Cyber Security Measures and Fraud Prevention; Regulatory Policies and Digital Innovation and Leadership and Governance in Digital Transition.	September 23 – 27, 2024	Common Purpose Asia - Pacific Ltd

Access to independent advice

The Board may, from time to time, require independent legal, financial, governance or other expert advice. To facilitate this, the Board shall ensure members obtain external advice, as may be required, at the Bank's expense and shall invite senior management to provide technical advice as needed.

All non-executive Directors have access to independent professional advice or external specialists to support them in carrying out their responsibilities when the required expertise is lacking among the current Directors or staff within the Group.

Succession planning

The Group has in place a succession plan for those charged with governance of all critical skills, which is being reviewed regularly. The governing body bears ultimate responsibility for the succession plan. This is through the Board governance and Human resources committee. The committee plays a key role in devising criteria for governing body membership and governing body positions and possibly, with the assistance of external advisors, to identify specific individuals for nomination.

The succession discussion features on the Board governance and Human resources committee agenda as often as necessary for the committee to fulfil its duties. This allows the succession plan to take account of the changing dynamics of the business, making the Bank more agile and enhancing its ability to satisfactorily react to any sudden changes that may occur. The committee maintains a profile of desired skills, competencies, and skills gaps that need to be filled by potential candidates. In some cases, the committee may consult external resources (for example external search firms) to identify appropriate individuals to fill vacant positions.

The Group also rotates Board members between committees to ensure continuity of experience and knowledge and to introduce people to new ideas and expertise.

Access to information

Those charged with the governance have unrestricted access to information, and they are provided with timely information and comprehensive reports on material operational, risk management and financial matters of the Group to facilitate informed discussions during meetings. Those charged with governance have access to the advice of the Company Secretary, who provides support to the Board and is responsible for advising the Board on governance matters. Those charged with the governance also have access to independent professional advice at the Group's expense where they deem necessary to discharge their roles.

Board relationships/ engagement with shareholders/ stakeholders

The Group is committed to maintaining clear communication with our shareholders and other stakeholders by providing regular updates on our performance and addressing any relevant concerns. This commitment is evident through our quarterly financial performance summaries published in leading newspapers, the annual release of audited accounts, and our comprehensive annual integrated report, which complies with regulatory requirements. We also hold an Annual General Meeting to engage directly with our stakeholders.

Additionally, the Board maintains regular communication with analysts and investors, as we believe it is essential to keep them informed about the Bank's financial performance. The Bank strives to publish all relevant information to the market in a timely, effective, and non-discriminatory manner. Financial reports and stock exchange announcements are made available on the Bank's website as well as the Dar es Salaam Stock Exchange website.

The Board recognises, respects, and protects shareholders' rights and ensures equitable treatment of all shareholders in the same class of issued shares, whether minority, institutional, or foreign. It also provides shareholders with information as required under applicable law and has established mechanisms to ensure effective communication with shareholders, including the media, if appropriate.

The Board have a stakeholder-inclusive approach and is responsible for giving due consideration to the legitimate interests and expectations of the Bank's stakeholders in its deliberations, decisions, and actions. Shareholders are not a uniform group, and their interests may be diverse. Although the Board considers the shareholders' views, the Board's duty is to act in what it believes to be the long-term best interests of the Bank and all its shareholders.

The views of certain shareholders are one important factor that the Board evaluates in making decisions.

However, the Board is required to exercise its own independent judgment. Once the Board reaches a decision, the Group consider how best to communicate the Board's decision to shareholders.

The Group engages with long-term shareholders in a manner consistent with the respective roles of the Board and maintains effective protocols for shareholder communications with Directors and for Directors to respond in a timely manner to issues and concerns that are of widespread interest to long term shareholders. The Board has delegated the responsibility of managing stakeholders' relationships to management.

Group culture, ethics, and organisational values

CRDB Bank places great importance on its organisational culture, ethics, and values as it shapes its relationships with various stakeholders, including customers, employees, shareholders, and the wider community. The Bank's culture of excellence and customer-centric approach is evident in everything we do. Furthermore, the Bank realises that its success is closely linked to the well-being and prosperity of the communities it serves. The Bank is committed to transparency, integrity, and accountability, which ensures that it operates in a responsible and sustainable manner while promoting trust and confidence among its stakeholders.

Additionally, the Bank's emphasis on innovation, customer-centricity, and social responsibility enables it to create long-term value for all stakeholders while driving economic growth and development in Tanzania and beyond. CRDB Bank's culture, ethics, and values also significantly impact its decision-making processes and resource allocation.

The Group's code of conduct embodies its culture and values and reflects its commitment to operating responsibly and ethically with high standards of integrity. It provides a comprehensive description of the employees' responsibilities towards customers, other employees, businesses, and society. The code of conduct is designed to empower employees and enable effective decision making at all levels of our business according to defined ethical principles.

The Group have in place mechanisms for employees to seek guidance and to alert management and the Board about potential or actual misconduct without fear of retribution. As part of fostering a culture of compliance, the Group encourage employees to report compliance issues promptly and emphasise their policy of prohibiting retaliation against employees who report compliance issues in good faith.

Risk management and internal control

The Board ensures that the Bank has sound risk management and an internal control system that is appropriate to its activities. The risk management and internal control systems are based on the Bank's corporate values, ethics guidelines and principles

for sustainability and corporate social responsibility ("CSR"). It is the responsibility of the Management to ensure that adequate internal control systems are developed and maintained on an ongoing basis to provide reasonable assurance regarding:

Operational effectiveness and efficiency	Safeguarding of the Group's assets
Reliability of accounting records	Responsible behaviours towards all stakeholders
Compliance with applicable laws and regulations	Business continuity

To ensure the internal controls remain adequate, the Bank has a fully-fledged Risk and Compliance function that coordinates and oversees the implementation of an enterprise-wide risk management framework within the Group. The audit committee, on behalf of the Board, assess issues related to financial review and internal control and the external audit of the Group's accounts. The Board ensures that the Bank can produce reliable annual reports and that the external auditor's recommendations are given thorough consideration. During the year, internal control systems were assessed by the Board and were found to be at an acceptable level.

IT Governance

IT governance is part of the overall corporate governance of the Group, which is aimed at improving the overall management and implementation of IT structure to derive value from investment in information technology. The Group has in place an IT charter and policies which govern the structure and operations of ICT and is being reviewed annually. The charter enables the Group to manage IT risks effectively. It is the responsibility of the Board to ensure the activities associated with information and technology are aligned with the overall Group strategies/business objectives.

Financial reporting and auditing

The Bank publishes its quarterly financial statements within thirty days after the end of the quarter and publishes the annual audited financial statements within fifteen days after approval of the Board but not later than one hundred and five days after the end of the financial year as required by the 'Banking and Financial Institutions (Disclosures) Regulations, 2014.' Copies of the Bank's last audited financial statements are exhibited in the Bank's branches and website, and the annual report is made available to the public two weeks prior to the AGM.

Those charged with governance are responsible for preparing the Annual Report, including the Consolidated and Parent Company Financial Statements, in accordance with International Financial Reporting Standards (IFRS) to comply with the Companies Act 2002. In preparing these financial statements, the Directors are required to:

- Adopt the going concern basis unless it is inappropriate to do so;
- Select suitable accounting policies and then apply them consistently; and
- Make judgements and accounting estimates that are reasonable and prudent

The external auditor presented the audit results to the audit committee and the Board in the meeting dealing with the annual financial statements, including any material changes in the Bank's accounting principles and significant accounting estimates. The auditor also reported on whether the financial statements give a true and fair view of the Group's state of affairs.

Going Concern Assessment

Those charged with Governance have made annual assessment about whether there exists any material uncertainty which may cast significant doubt upon the Bank's ability to continue as going concern. This assessment involves making appropriate inquiries including review of budget and future outcome of inherent uncertainties in existence. The Directors are convinced from the following indications, which give reasonable assurance as to Bank's continuance as a going concern for the foreseeable future.

- **Financial Performance**

  CRDB Bank remains the largest commercial Bank in Tanzania with a leading share of total deposits (27%) and total assets (25%) in the market. The Group closed the year with a strong Balance Sheet, total assets grew by 25.3% to TZS 16,698.8 billion (2023: TZS 13,321.3 billion). Customer deposits increased by 23.5% to TZS 10,934.1 billion (2023: TZS 8,856.0 billion). Net Loans and advances to customers increased by 22.7% from TZS 8,443.5 billion in 2023 to TZS 10,360.8 billion in 2024. After-tax profit of TZS 551.5 (2023: TZS 422.8) growth of 30.4%. Interest income increased from TZS 1,227.4 billion, recorded in 2023, to TZS 1,562.1 billion in 2024, an increase of 27.3%. Combined with commissions and fees, total non-interest income increased from TZS 503.5 billion to TZS 560.1 billion, an increase of 11.2%. Innovative and convenient products and services that were offered to the public contributed to such a positive trend.

- **Ensuring Sufficient Capital Maintenance**

  The Group has demonstrated robust financial health, with the Core capital ratio standing at 16.3% and the Total capital ratio at 17.2%. These figures significantly exceed the minimum regulatory requirements of 12.5% for Tier I capital and 14.5% for Tier II capital, showcasing the Bank's strong capital position and commitment to maintaining financial stability. This solid foundation not only ensures compliance with regulatory standards but also enhances the Bank's ability to support growth and manage risks effectively.

- **Credibility in payment obligations**

  The Group has established a strong reputation for credibility in meeting its payment obligations. We have a consistent track record of timely and accurate payments, which reflects our commitment to financial integrity and reliability. This credibility is further reinforced by the Group's robust capital ratios, which exceed regulatory requirements, ensuring a solid foundation for fulfilling its obligations. By prioritising transparency and accountability, the Group continues to build trust with its stakeholders, enhancing its reputation as a dependable financial institution.

- **Positive Operating Cashflow**

  Group cash flow represents its strengths in its ability to repay its obligations, ability to adapt in changing circumstances and generate sufficient cash and cash equivalents, which will lead the organisation to sustainable future growth. Group Cash Flow from operating activities in 2024 was positive TZS 1,102 billion.

- **Consistent payment of dividends**

  Over the past five years, the Bank has demonstrated strong financial performance and a clear commitment to shareholder value. Dividends per share have risen from TZS 22 per share in 2020 to TZS 65 per share in 2024. This consistent upward trend reflects resilient earnings, effective capital management, and confidence in our long-term strategy. The notable 30% increase in dividends in 2024 highlights our focus on sustainable value creation. We remain committed to delivering strong returns while ensuring sound governance and financial stability.

Year	2020	2021	2022	2023	2024
Dividend Per Share (TZS shilling)	22	36	45	50	65

- **Cross border/ Business/expansion**

  The Bank has expanded its geographic outreach by opening two subsidiaries in Burundi and the Democratic Republic of Congo and branches in various locations, considering their economic significance. As of December 31, 2024, the Bank operated 259 branches across the region.

  The Bank places great importance on product diversification, which is a key strategy for achieving customer satisfaction by tailoring services to meet customer needs. As a result of our effective organisational structure, skilled and dedicated workforce, and strategic business initiatives, the Group's total assets increased by 25% YoY, reaching TZS 16,699 billion in 2024. Additionally, total customer deposits rose by 24% YoY compared to 2023.

  The Bank's management is committed to sustaining this growth in the coming years, demonstrating the bank's intention for long-term success.

- **Satisfactory credit rating**

  The Bank upgraded to B1 from B2 and changed the outlook to stable from positive by Moody's in its report published on 26 March 2024. Moody's rating upgraded CRDB Bank Plc to B1 from B2 the long-term deposit ratings. Moody's also upgraded the ratings of the Bank on the baseline Credit assessment (BCA) to b1 from b2, the Adjusted BCA to B1 from B2, and long-term Counterparty Risk Ratings (CRRs) to Ba3 from B1 (cr).

- **Workplace satisfaction**

  A positive work environment and high employee satisfaction are vital for the Group's long-term success and sustainability. The Group promotes excellent communication among employees and strives to be honest while treating everyone fairly. Our team is the backbone of our operations, and their engagement, well-being, and productivity directly affect service quality, operational resilience, and strategic execution. Ongoing efforts in employee development and workplace satisfaction are essential for retaining top talent, fostering innovation, and enhancing our overall performance.

  In 2024, the Bank conducted an employee satisfaction survey, achieving an overall satisfaction level of 94% with high scores for job satisfaction and internal customer service. Details of the survey results are in section 6: 'Entity operation,' subsection: Employee engagement.

  The satisfaction level of our employee is the testament of our Group continuance as a going concern for the foreseeable future.

From the assessment, Those charged with Governance concluded that the Bank and its subsidiaries has the ability to continue as a going concern and satisfied that it has the resources to continue in business for the foreseeable future. Furthermore, those charged with governance are not aware of any material uncertainties that may cast significant doubt on the Bank and its subsidiary's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on the going concern basis.

In addition, there are NO events or conditions, which create uncertainty to the Group's ability to continue as a going concern in the next 12 months.

Executive and management Team

The Bank's executive office consists of the Managing Director, who is the Chief Executive Officer. He is assisted by the Chief Commercial Officer, Chief Operations Officer, and Chief Finance Officer, who report directly to him. They oversee various functions via Directors of departments within the Bank.

The Bank is organised in the following functions/ departments:

- Finance
- Credit
- Risk and Compliance
- Treasury and Capital Markets
- Human Resources
- Procurement
- ICT
- Banking Operations
- Retail Banking
- Internal Audit
- Corporate Affairs
- Corporate Banking
- Business Transformation
- Internal Audit

The key management personnel who served during the year, were:

Name	Position	Qualification	Age
Mr. Abdul-Majid Nsekela	Managing Director & Chief Executive Officer	MBA-IBF, PGD-Business Administration,	53
Mr. Boma Raballa	Chief Commercial Officer	MBA, BA (Accounting)	41
Mr. Bruce Mwile	Chief Operations Officer	MBA (Finance), B.com (Finance)	54
Mr. Frederick Nshekanabo	Chief Financial Officer	MSc. Finance, CPA (T), Advanced Diploma in Accountancy	53
Mr. Alex Ngusaru	Director of Treasury and Capital Markets	MBA (Finance)	56
Mr. Pendason Philemon	Director of Procurement	MBA, CSP (T), CIPP	51
Mr. Godfrey Sigalla	Director of Internal Audit	CPA (T), PGD (Tax management), B, Com (Accounting) and MBA (Finance)	51
Mr. Bonaventure Paul	Director of Retail Banking	MSc. Accounting & Finance, ADA, CPA(T)	44
Mr. Admin Mwansansu	Director of Banking Operations	Bachelor of Commerce in Accounting	42
Mr. Godfrey Rutasingwa	Director of Human Resources	Master's degree in public administration, bachelor's degree in education.	44
Mr. James Mabula	Director of Risk and Compliance	MSc. Finance, PG Dip. Financial Mgt. Advanced Diploma in Accounting.	50
Ms. Tully-Esther Mwambapa	Director of Corporate Affairs	MBA, BA Public Administration & International Relations.	57
Mr. Xavery Makwi	Director of Credit	CPA (T), PGD (Legal Practice), LST, LLB, MBA, B.com (Finance)	56
Mr. Deusdedit Massuka	Director of ICT	MSc. Computer Numerical Control (CNC) Systems	58
Mr. Mussa Kitambi	Director of Corporate Banking	Master's degree Banking and Finance	49
Mr. Leo Ndimbo	Director of Business Transformation	PGD- BA, Int'l Adv. Dip in Computer Engineering (IADCE)	40
Mr. John Rugambo	Company Secretary	MA International Business Administration	57
Mr. Fredrick Siwale	Managing Director – CRDB Bank Burundi (subsidiary)	MBA, PGD in Business Administration	48
Ms. Jessica Nyachiro	Managing Director – CRDB Bank Congo (subsidiary)	MBA International Business, B. Ed & Diploma in Accounting	46
Mr. Wilson Mnzava	Managing Director – CRDB Bank Insurance Company Ltd. (subsidiary)	MSc in Insurance & Actuarial Science, PGD in Cooperative.	50

Key roles and responsibilities of the Management team

The management team, spearheaded by the Group Managing Director and Chief Executive Officer, plays a crucial role in the daily operations of the Group, which oversees a diverse portfolio of financial services. This dynamic team, comprising experienced professionals from various sectors of the banking industry, is tasked with managing day-to-day activities and ensuring the effective execution of the comprehensive strategies and policies established by the Board of Directors.

Through regular performance monitoring using key performance indicators (KPIs) and data analytics, the Executive Team aligns departmental objectives with the organisation's overarching vision, driving efficiency and excellence. By fostering a culture of accountability and innovation, the management team encourages employees at all levels to contribute ideas and solutions, effectively nurturing talent and promoting professional growth within the Bank. This collaborative approach enhances service delivery and strengthens the Bank's competitive position in the market, ensuring sustainable growth and customer satisfaction

Management team is charged with the following duties:

Business operations

The CEO and management run the Group's business under the Board's oversight, with a view toward building long-term value.

Strategic planning

The CEO and senior management generally take the lead in articulating a vision for the Group's future and in developing strategic plans designed to create long-term value for the Group, with meaningful input from the Board. Management implements the plans following Board approval, regularly reviews progress against strategic plans with the Board, and recommends and carries out changes to the plans as necessary.

Identifying, evaluating, and managing risks

Management identifies, evaluates, and manages the risks that the Group undertakes in implementing its strategic plans and conducting its business. Management also evaluates whether these risks and related risk management efforts are consistent with the Group's risk appetite. Senior management keeps the Board and relevant committees informed about the Group's significant risks and its risk management processes.

Accurate and transparent financial reporting and disclosures

Management is responsible for the integrity of the Group's financial reporting system and the accurate and timely preparation of the Group's financial statements and related disclosures. It is management's responsibility, under the direction of the CEO and the Group's Chief Financial Officer, to establish, maintain and periodically evaluate the Group's internal controls over financial reporting and the Group's disclosure controls and procedures, including the ability of such controls and procedures to detect and deter fraudulent activity.

Annual operating plans and budgets

Senior management develops and presents the Group's annual operating plans and budgets to the Board. The management team implements and monitors the operating plans and budgets, adjusting them to reflect changing conditions, assumptions, and expectations. The team also keeps the Board apprised of significant developments and changes.

Business resiliency

Management develops, implements, and periodically reviews plans for business resiliency that provide the most critical protection considering the Group's operations. It is the responsibility of Management to identify the Group's major business and operational risks, including those relating to natural disasters, leadership gaps, physical security, cybersecurity, regulatory changes, and other matters. Management develops and implements crisis preparedness and response plans and works with the Board to identify situations (such as a crisis involving senior management) in which the Board may need to assume a more active response role.

A key factor in the ongoing success of the Group is the quality of its management team. This team is composed of individuals with a strong mix of leadership skills and diverse experiences. To effectively leverage this extensive expertise, the Group Managing Director has established Management Committees. These committees consist of departmental Directors and other senior managers as needed.

As of 2024, the Management Committees that support the Group's operations are structured as follows.

Executive Committee (EXCO)

Key Focus	Objectives
Strategy development & strategic updates	Oversee strategy development and receive updates on strategic initiatives implementation, including corporate BSC.
Policy development & Governance oversight	Institute policies and recommend to Board for approval Provide overall Governance oversight.
Leadership & resource deployment	Provide direction for the implementation of key strategic issues. Provide oversight and direct on optimal resource allocation.
People and culture	Discuss the implementation of culture transformation
Escalation points from other committees	Resolve any escalations from various committees. Challenge & re-organise underperforming committees of the Bank.
Decision making on key disruptions	Based on various strategic issues (internal & external), decide how to address disruptions and delegate execution to other committees.

Expected Outcome

- Enhanced collaboration between business functions,
- Improved productivity as senior management will be able to advise and take the lead on key business

Management Committee (MCM)

Key Focus	Objectives
Business Performance	Key Business strategies implementation updates from Business, including Treasury. Also, discuss the challenges and support needed
Operational Updates	Key Operational strategies implementation updates, challenges and support needed
Monitoring of deployed resources	Discuss how human, business, and operational resources have been optimised and give directives to correct deviations.
Escalation points from other committees	Resolve any escalations from various committees working under MCM.
Decision Making	Based on various deliberations, make decisions (within the Mandate) and give directives. Should escalate strategic issues to EXCO

Expected Outcome

- Focused discussions based on key business and operational results,
- Increased productivity
- Creates a culture of ownership where some decisions shall be made at a Business unit level instead of being brought to the Meetings

The Asset Liability Committee (ALCO)

Key Focus	Objectives
Manage structure and composition of Assets and Liabilities	• Continuously review and decide on strategy and direction of all aspects of balance sheet management • Oversee financial risk management and ensure compliance with all regulatory requirements
Manage Market Risk and Funding Optimisation	Ensure the Bank achieve its strategic goal while balancing both risk & return.
Monitor Regulatory Requirements	Review adherence to regulatory limits and requirements
Monitoring of deployed resources	• Discuss how business and operational resources have been • Optimised and give directives to correct deviations.
Decision Making	Based on various deliberations, make decisions (within Mandate) and give directives

Expected Outcome

- Focused discussions based on key ALCO targets, deviation, lags & exposure results,
- Increased productivity, and increased efficiency on resolving deviation from internal limit
- Creates a culture of ownership where some decisions shall be made at a Business unit level, instead of being brought to the Meetings.
- Enhance collaboration while decreasing silos among functional units

Management Audit and Risk Committee (MARC)

Key Focus	Objectives
Oversight on the Bank's Performance	• Continuously review and discuss on strategy execution and all aspects of the Bank's productivity • Oversee cost management and ensure compliance with all regulatory requirements
Monitor Culture & Management Actions	• Monitor culture initiatives implementation progress, • Monitor implementation of management directives from various management meetings
Manage BSC Optimisation	Ensure Bank achieve its strategic goal while balancing both risk & return through adequate KPIs and targets on day-to-day operations.
Decision Making	Based on various deliberations, make decisions (within Mandate) and give directives. Should escalate strategic issues to EXCO.

Expected Outcome

- Focused discussions based on key targets, deviation, lags & exposure results,
- Creates a culture of ownership where some decisions shall be made at a Business unit level, instead of being brought to the Meetings.

Productivity and Cost Committee (CPC)

Key Focus	Objectives
Risk Appetite	Set the tone and discuss the risk appetite of the Bank, any exceptions and significant deviations reported to Board.
ERM Practices across the Group	Oversight on Risk Management practices across CRDB Bank Group
Regulatory Compliance	Oversight on Regulatory Compliance across the Group.
State of Internal Audit	Oversight on where audit matters are being properly managed by the management of both the parent and subsidiaries.
Decision Making	Based on various deliberations, make decisions (within the Mandate) and give directives

Expected Outcome

- Focused discussions based on key RisksAudit & Controls exposure results,
- Increased productivity, increase efficiency on resolving audit and risk deviations
- Creates a culture of ownership where some decisions shall be made at a Business unit level, instead of being brought to the Meetings.
- Enhance accountability and collaboration while decreasing control issues to functional unit.

Customer Experience Forum (CEF)

Key Focus	Objectives
Oversight on Customer Experience	Oversight on the issues around customer experience and associated risks.
CX Strategy updates	Key customer experience strategies implementation updates, challenges and support needed from the management.
Performance management	Recommending the establishment of customer service standards and monitoring the performance of management to such standards
Escalation points	Resolve any escalations from branches and customer experience team, act as a centre for guidance and support
Decision Making	Based on various deliberations, make decisions (within Mandate) and give directives. Should escalate strategic issues to EXCO.

Expected Outcome

- Focused discussions based on key business results, to drive experience to customers.
- Increased productivity and ownership of deployed resources to create better customer experience culture.
- Creates a culture of ownership by business units to drive accountability around customer experience.
- Enhance accountability and collaboration while decreasing control issues around the customer experience process.

Compensation of Key Management Personnel

The Board reviews and approves the compensation of key management personnel on an annual basis. The remuneration of key management personnel during the year was TZS 12,588 million (2023: TZS 12,469 million). Details are in note 64 of the financial statement.

Group Performance evaluation and reward

The Group's performance and reward approach ensures remuneration structures are balanced and are designed to drive sustainable performance by ensuring that reward programmes support our business strategy and are both supportive of and aligned with sound remuneration practices. Individual rewards and incentives are linked directly to the performance and behaviour of the employee, the performance of their respective business units and the interests of shareholders. Details on the remuneration of the key management personnel are disclosed in Note 64 to the financial statements

Quality Management

Information security management system

The Bank is certified with ISO 27001: 2013 (Information security management system) international standard by the British Standard International (BSI). The certificate indicates the secure management of financial products and services, information processing and store facilities, databases, clients' data, and the Bank's financial information in core banking operations in the Bank.

The Bank has been certified as compliant with the Payment Card Industry Data Security Standard (PCI-DSS), which applies to any company that accepts, stores, processes, or transmits cardholder data. The certification was presented to the Bank following an in-depth assessment by Qualified Security Assessor (QSA) - Advantio Limited and after the Bank was found to have met all the standards' requirements. This compliance helps the Bank protect its payment systems from breaches and theft of cardholder data.

Business Continuity

Being the leading Bank in Tanzania, we found it imperative to be at the forefront of improving our business resilience by benchmarking our practices against the best management system/standards in the market. In this regard, we have been certified by the British Standards Institute (BSI) as ISO22301:2019 BCMS certified. ISO 22301 is the international standard for Business Continuity Management (BCM), and it provides a practical framework for setting and managing a business continuity management system, aiming to prevent, prepare for, respond to, and recover from unexpected and disruptive incidents.

Risk Management Report – FY 2024

Message From the Director of Risk and Compliance

Driving Strong Performance Amidst Uncertainty

In the face of an ever-evolving business landscape, CRDB Bank Plc has remained steadfast in its commitment to proactive risk management, which continues to play a critical role in driving the Bank's success. Despite headwinds such as fluctuating exchange rates, market liquidity issues and rising cyber threats, our ability to anticipate and address risks has been instrumental in delivering strong performance during uncertain times.

We have significantly enhanced our risk management framework, ensuring timely identification and mitigation of risks and control gaps. Our strategy integrates risk and opportunity assessment into every initiative, fostering a balanced approach to value creation. To strengthen resilience, we have automated key controls improving monitoring capabilities for early detection and swift mitigation of potential threats.

Further, our prudent risk appetite continues to align risk-taking with expected returns generating value for our shareholders while safeguarding the interest of our stakeholders. The Bank's strong financial performance reflects the success of this strategy, underpinned by robust governance and disciplined execution.

Throughout the year, CRDB Bank Plc navigated multiple challenges while maintaining a Non-Performing Loan (NPL) ratio within our established risk appetite. We closed the year with a strong capital position and buffers, ensuring the Bank remains well-positioned to absorb any potential shocks.

Looking forward, we are fully prepared to comply with the new capital and liquidity regulations set to take effect in April 2025. We are also embedding new guidelines on sustainability risk management and disclosures ensuring compliance, resilience, and a future-focused approach.

As we continue to drive the economic development of Tanzania and build a sustainable future for the communities we serve, the Bank remains committed to a dynamic and forward-looking approach to risk management. Our dedicated team is excited to continue contributing to the stability and growth of the Bank, safeguarding the future for all our stakeholders.

Risk Management

The Group remains committed to meeting stakeholders' expectations in mitigating risks through a robust enterprise risk management framework. It is designed to ensure that risks are systematically identified, assessed, managed and monitored, aimed at achieving an optimal-risk reward profile.

Our framework has well-defined internal structures, adequate processes, systems and policies, which monitor and mitigate current and emerging risks—whether stemming from external pressures or internal vulnerabilities—while promoting proactive, preventive actions to minimise potential harm, losses, or disruptions.

We strongly believe that effective risk prevention drives long-term shareholder value. By managing risks proactively and strategically, we unlock greater earning potential, ensure earnings stability, and safeguard the business from unexpected losses.

Primarily, our risk management framework aims to protect our solvency through the preservation of high asset quality, operational efficiency and prudent capital management. This approach supports sustained earnings that augment our core capital while ensuring regulatory compliance, and enhances market confidence, thereby fostering lasting stakeholder trust and support.

Risk Management Principles

At CRDB Bank Plc, we acknowledge that effective risk management is not just about mitigating threats—it is about creating value and supporting achievement of our strategic objectives. This is driven by continuous review of processes and systems to ensure our risk management framework remains relevant and impactful.

Our integrated risk management framework and governance structures are embedded within both operational and strategic planning processes. This ensures that key decision-makers across the Group rely on proactive risk principles to make informed choices, prioritise actions, and strike the right balance between risk and reward.

Drawing from experience, we understand that effective risk management requires a thorough analysis of all available information while recognising the potential limitations of that data. Accordingly, our risk management framework ensures both internal and external factors are carefully considered, enabling a well-rounded adaptive risk approach.

We also recognise the role of human and cultural factors in risk management. Our framework emphasises the importance of people and culture in achieving the Group's business objectives. To this end, we constantly engage stakeholders—internally and externally—throughout the risk management process, recognising that open communication and collaboration are key to identifying, analysing and monitoring risk effectively.

Moreover, we acknowledge that managing risk demands flexibility and adaptability. Operating in a dynamic and ever-evolving environment requires our continuous vigilance, scanning for emerging threats while adjusting for risks that no longer exist. The Group's commitment to strengthening its risk culture is reflected in the ongoing allocation of resources to ensure we manage risks effectively and demonstrate sustained achievement.

The Group's Attitude Towards Risk

We actively pursue opportunities within our risk appetite and risk tolerance levels. Each risk we take is carefully assessed to ensure potential benefits justify the exposure. Unacceptable risks, those that exceed maximum tolerance set by our Board of Directors or those that could hinder the Group's sustained growth and disrupt operations, are strictly avoided.

Group Approach In Managing Risk

The primary responsibility of managing risk resides with the business and functional areas, where the risk is taken (first line of defence). The Group business and subsidiary function owners are accountable for embedding the Group Risk Management Framework into daily risk management processes. All employees have the responsibility to ensure an effective risk management and must report appropriately any control failure, omissions or any potential exposures that may result in financial or reputational loss to the Group.

For every new product, process or system that is introduced or implemented in the Group, an internal control process is developed and made available to all relevant employees. The control process, at a minimum, includes the following elements: defined accountabilities, identification of key risks and controls in place to mitigate the risks, objectives of the internal controls being proposed, and description of the control environment —which must be implemented, maintained, monitored, and reported on.

The Group Management Audit and Risk Committee and Subsidiary's Audit and Risk Committees oversee risk management and monitor effectiveness of controls implementation in their respective areas.

The Group Risk and Compliance function provides an independent oversight and monitoring of group-wide risks and controls. This function reports directly to the Group CEO and Managing Director, ensuring transparency and accountability.

Risk Philosophy and Appetite

The Bank, while carrying out its business, is exposed to a broad range of risks. To support effective governance and foster a risk informed decision-making culture, the Bank has set out qualitative risk appetite statement (RAS) that outlines its approach to managing these exposures. The risk appetite statement considers the full spectrum of risks the Bank faces and provides a structured approach to manage them.

To complement this, the Bank has in place quantitative risk appetite in the form of risk limits, which enable the Bank to take calculated risks while ensuring operations remain within defined boundaries.

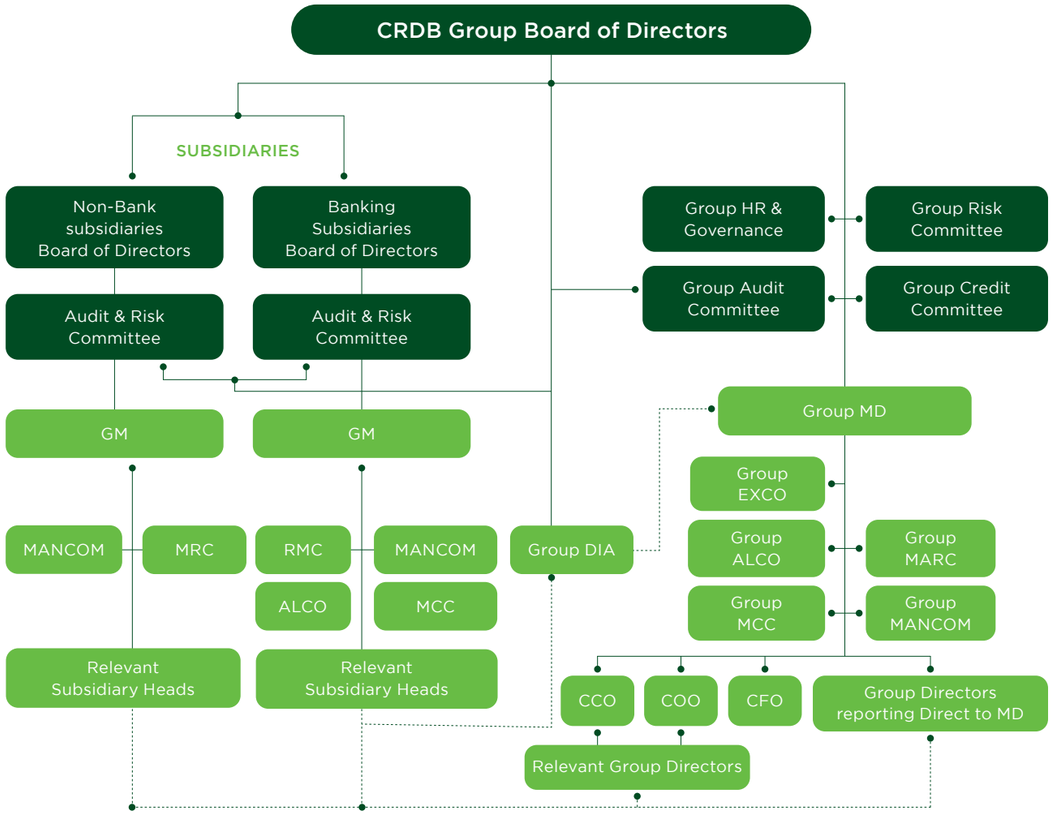
To supplement this, the Bank consistently ensures sufficient resources are available to manage risks effectively and maintain exposure within acceptable levels.

Further, the Bank acknowledges that eliminating all risks is neither possible nor desirable. Some level of risk is essential to foster innovation, enhance efficiency and seize strategic opportunities.

To reinforce this approach, the Bank has developed and implemented various policies, procedures and tools that align the risk appetite with the risk taken and expected returns. This ensures that decision making supports the Bank's strategic objectives.

Moreover, the Group maintains a zero-tolerance policy, demonstrating unwavering commitment to integrity and accountability. In other areas, the Bank embraces calculated risks to achieve its growth ambitions, always striving to align with industry best practices and maintain robust risk management across the Group.

CRDB Group Organisational Structure



Roles and Responsibilities of the Group Board of Directors in Risk Management

The Group's Board of Directors holds ultimate responsibility of the risk management function across the Group. This includes setting the tone and shaping a strong risk-aware culture throughout the Group.

Their key responsibilities include:

- Approving the overall business strategy, risk appetite and limits, the Group Risk Management Framework and its associated policies.
- Ensuring the risk management framework and its related policies are effectively embedded across the Group's operations with strict adherence to regulatory requirements at all times.
- Defining the nature, role, responsibility, and authority of the risk management function within the Group, ensuring a clear mandate and scope for risk oversight.
- Reviewing and monitoring the Group risk profile through management reports to assess the Group's risk exposure. This ensures risks remain within the Board approved appetite and timely remedial actions are taken.

Responsibilities of the Group Senior Management in Managing Risks

The Group Senior Executive Team plays a pivotal role in setting the tone for risk management and fostering a strong risk-aware culture across the Group.

Their key responsibilities include:

- Facilitate the review and/or development of the Group Risk Management Framework and its related policies, recommending changes to the Group Board for approval.
- Provide an oversight to the Bank and its subsidiaries' operations covering risk management, strategy formulation and execution.
- Execute the Group's strategy while proactively managing the inherent risks of each initiative, ensuring continuous compliance with laws and regulations, both on a long-term and day-to-day basis.
- Establish and regulate robust policies, controls and risk monitoring systems, while ensuring accountability and clear lines of authority throughout the Group.
- Establish and communicate a strong awareness of and the need for effective internal controls and high ethical standards.

Employees in the First Line of Defence have primary responsibility for their risks, including:

- Proactively identifying and managing all inherent risks in the activities they are engaged in and developing appropriate policies, business processes/standards and controls to govern their activities.
- Operating within approved risk limits and appetite.
- Escalating risk events to senior management and the Risk and Compliance function promptly.
- Ensuring the business/function structure reflects actual operating practices.
- Ensuring there are adequate, accurate, reliable and timely financial, operational and regulatory reports with exceptions noted and promptly investigated.
- Establishing and maintaining self-assessments to test controls and maintenance of departmental risk registers.
- Responsible for ensuring that identified material weaknesses (from internal or external reviews/audits) are adequately documented, given the appropriate attention (with objective verification and review), and timely resolved.

Segregation of Duties in Managing Risks

All employees across the Group hold are vital in ensuring the business operates within the approved risk appetite. These responsibilities have been clearly defined based on their roles within the 'three lines of defence.'

First Line of Defence

The First Line of Defence comprises employees engaged in risk-taking, revenue generation and client facing areas of the Group and all associated support functions, including finance, treasury and capital markets, technology, human resources, operations and administration, etc.

The First Line of Defence is responsible for designing and maintaining its own policies and controls in line with the established control framework, particularly for operational activities. All employees are expected to manage controls within the defined risk tolerances. While First Line teams may carry out control-related activities, these must stay within any applicable limits established. All activities in the First Line are subject to oversight from the relevant parts of the Second and Third Lines of Defence.

Second Line of Defence

The Risk and Compliance function comprises the Second Line of Defence. Its role is to coordinate the establishment of risk limits, rules and constraints under which the First Line activities shall be performed, consistent with the risk appetite. The Second Line actively monitors performance and intervenes when breaches occur, ensuring swift corrective action and maintaining risk discipline. It also holds the authority and responsibility to independently challenge risk decisions and exposures in the First Line whenever necessary.

In discharging its role, the Second Line shall:

- Develop and oversee risk management strategies, structures, and processes that address the institution's full spectrum of risks.
- Collaborate with the First Line to establish robust control processes that ensure compliance with relevant regulatory and legal requirements.
- Continuously monitor changes in relevant legislation and regulatory environment and ensure timely adaptation and compliance.
- Design and maintain risk management frameworks and structures to ensure consistent, effective risk management practices across the Group.
- Reinforce risk culture and strengthen risk management through awareness programmes and staff training.

Where deemed necessary by the Director of Risk and Compliance, the Second Line may take on additional activities or interventions to minimise or mitigate the Group's exposure to emerging or unforeseen risks, reinforcing its role as an independent, proactive safeguard.

Third Line of Defence

The Internal Audit function comprises the Third Line of Defence. It provides independent assurance to the Board of Directors and senior management regarding the effectiveness of governance, risk management, and control over current, systemic and evolving risks.

Combined Assurance

The Group has implemented a combined assurance framework designed to coordinate activities across the 'three lines of defence' for an effective control oversight. This has maximised oversight, minimised duplication of efforts and optimised overall assurance provided to senior management and Board of Directors about the risk and overall control environment.

Stress-Testing

The Group conducts stress testing to complement its existing risk management measures. It covers the principal risks to which the Group is exposed, namely: credit, interest rate, foreign exchange, liquidity, operational, and climate-related financial risks.

Stress tests provide an indication of the potential size of losses that could arise in an extreme or worst-case condition. The Group applies risk factor stress testing, where stress movements are applied to each risk category. The analysis assists in assessing and determining the Group's capital resilience under different assumed market shocks which are likely to occur.

Stress testing is carried out quarterly to evaluate capital adequacy. This serves as an early warning indicator to senior management on potential unfavourable outcomes and determines capital buffers necessary to absorb significant losses in severe market shocks. The results guide strategic decisions by highlighting weak spots and supporting pre-emptive measures to strengthen the Group's financial position.

Classifying Risks

The Group's risk management strategy aims to support the achievement of business objectives while identifying and quantifying risks, establishing clear risk ownership, and maximising business value, while considering associated costs and risk level of the organisation. Consequently, we have classified risks into distinct areas based on ownership and operation set up of our business. These categories are outlined in the table below.

Risks	Mitigations	Strategies	Capital impacted
Credit A risk of financial loss arising from non-payment of principal and interest on credit accommodations.	There are robust policies and processes for managing credit risk approved by the Board. The Group also ensure that; • All credit facilities are insured. • Credit risk is assessed and managed from credit origination to recovery management. • Monitoring is done throughout the credit management life circle.	Maintaining healthy asset quality with optimal risk reward considerations	
Market The risk of financial loss on earnings or capital arising from adverse movement in market rates or prices such as interest rates, foreign exchange rates and equity prices.	• Matching the sensitivity of Group assets and liabilities to changes in market interest rates. • Matching of assets and liabilities of the same currency. • Close monitoring of equity price movement	Optimising profitability of marked-to-market products within the constraints of liquidity and market risk appetite of the Bank	

Financial Capital Manufactured Capital Intellectual Capital

Human Capital Social and Relationship Capital Natural Capital

Risks	Mitigations	Strategies	Capital impacted
Liquidity Liquidity risk is the risk that the Bank may not be able to meet its financial obligations as they fall due without incurring unacceptable losses	The liquidity risk management process is monitored by the Asset and Liability Committee (ALCO) which includes. • Day-to-day funding. • Ensure liquidity is managed within the limits set. • Ensure diversification of funding sources to minimise liquidity concentration risk.	To maintain healthy liquidity in comparison to the balance sheet size of the bank to tide over any unforeseen stress scenario Maintaining competitive cost of funds	
Compliance Refers to the risk to earnings and capital from non-compliance with laws and regulations, or misinterpretation of them.	Comprehensive Board-approved Compliance policy in place. Management also ensures; • Daily monitoring of regulatory changes. • Awareness to all staff on the new regulations. • Conformance tests across the Group to detect compliance gaps. • Engagement with policymakers when contradictions arise among jurisdictions	Ensuring businesses work within the contours of regulation	
Operational Refer to the risk which arises from inadequate or failed internal processes, people and systems or from external events. It includes risk of loss due to legal risk.	A Board-approved governance structure is in place with detailed framework and processes, internal controls, information technology and fraud monitoring mechanisms	Minimising operational losses through risk mitigation	

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Risks	Mitigations	Strategies	Capital impacted
Reputation Any adverse stakeholder and public perception about our Bank may negatively impact our ability to attract and retain customers and may expose us to litigation and regulatory actions	We communicate with our stakeholders regularly through appropriate engagement mechanisms to address stakeholder expectations and their concerns.	Delivering superior customer experience	
Cyber and Data Risk of cyber-attacks on our Bank's systems through hacking, phishing, ransomware and other means, resulting in disruption of our services or theft or leak of sensitive internal data or customer information	• Our high-level cybersecurity strategy is centred around the following principles: proactiveness, defence, continuous improvement and comprehensive risk management. • The Bank's cybersecurity architecture has been meticulously designed and implemented to align with the regulatory landscape and with a highly Tech-enabled Cyber-risk Prevention.	• Facilitating growth via secure Digital initiatives. • Adapting and updating Cyber Defence framework to counter new-age threats • Continuous information security awareness for employees and customers	
Climate Climate change poses financial and physical risks stemming from the transition, which may affect our business's financial performance as climate risks materialise into financial risks	We evaluate climate-related risks as part of our comprehensive risk management strategy. We identify potential risks in the current risk structure and take proactive measures to mitigate or manage these risks through our ESMS.	• We are exploring frameworks to model and assess climate risk. • We also continue our endeavour to acquire granular data and test tools for climate risk assessment and conducting scenario analysis.	

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Strategic Outlook

Navigating the Future: Resilient Growth and Strategic Expansion

Our strategic framework—centred on sustainable banking, innovation, and expansion—positions us for sustained growth and market leadership.

Delivering long-term value demands a clear strategy, strong leadership, and a proactive approach to shareholder expectations. Our five-year business strategy, 'EVOLVE,' embodies our drive for excellence and industry leadership.

We channel resources into sustainability-driven initiatives, environmental stewardship, and responsible banking, minimising our impact while maximising value. These efforts reinforce our commitment to resilience, sustainable growth, and long-term success.

Our Strategic Framework

Strategic
- Provide distinctive customer experience.
- Attract new and retain existing customers
- Increase the transaction income
- Compliance with Regulation
- Increase in market share

Economic
- Improve the return on equity
- Grow quality loan books responsibly
- Improve the efficiency ratio

Operational
- Digital transformation
- Develop automated solutions
- Train and develop employees

Social
- Help surrounding communities
- Financial inclusion
- Build a reputation as an employer of choice

Environmental
- Ensure environmental sustainability

Our Strategic Objectives

- Elevate customer obsession
- Enhance operational efficiency and effectiveness
- Seize growth opportunities in emerging business markets
- Expand locally and regionally, enhance international presence
- Build a resilient and responsible organisation
- Accelerate digital disruptive capabilities

Key Strategic Priorities for Sustained Growth

Corporate Social Investment

CRDB Bank's Corporate Social Investment strategy targets significant social challenges by creating sustainable solutions in areas of health and wellness, education, environment and financial capabilities with a focus on women and youth. It prioritises initiatives that address immediate community needs and empower communities to achieve self-sustainability.

Digital Leadership and Technological Advancements

Digital innovation remains central to our strategy. The focus is on leveraging cutting-edge technology to enhance customer experience, streamline operations, and drive efficiency across all touchpoints, ensuring agility in an increasingly digital world. This includes adopting new technologies and business models to foster growth and enhance digital adoption.

Cybersecurity Strategy

The Bank's high-level cybersecurity approach is built on principles of proactiveness, robust defence, continuous improvement, and comprehensive risk management.

ESG Integration

ESG and climate-related factors are embedded within the corporate strategy. By integrating these elements, we adopt a holistic approach to value creation, evaluating risks and opportunities related to sustainable and socially responsible practices.

Governance

Individuals in governance roles are responsible for overseeing the entity's strategic direction, including the financial reporting processes.

Regional Expansion

A key focus is on expanding into East and Central Africa, where the Bank aims to leverage cross-border opportunities, support regional trade, and enhance its position as a leading pan-African financial institution.

Our Roadmap for Transformative Growth

Achieve full digitalisation through advanced internet and mobile banking features to enhance banking accessibility.

Optimising our balance sheet and leveraging stakeholders engagement for business growth to accelerate strategy execution.

Strengthen technology to better serve customers and increase capacity to serve.

Enhance service through process simplification and automation to accelerate process reengineering programmes.

Strategic Pillars Shaping Progress

Our strategic pillars strengthen our competitive edge, drive business expansion, and embed sustainability at the core of our operations, ensuring a solid foundation for future growth. These guiding principles shape our initiatives, with clear, measurable goals in place to track our progress and sustain long-term impact.

Monitoring Strategic Performance

Governance plays a pivotal role in steering the Group's operations, ensuring alignment with our strategic vision. Through quarterly reviews of key performance indicators (KPIs), individuals in governance assess comprehensive reports from Management, evaluating successes and identifying challenges arising from internal and external factors.

These reports also outline the necessary support to achieve our objectives, enabling proactive decision-making and strategic interventions. This structured oversight framework strengthens operational effectiveness, driving sustained growth and resilience.

Strategic Pillars

- Ringfence the Business
- Grow the Business
- Futureproof the Business

CRDB BANK
The bank that listens

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Notes to the consolidated
financial statements

CRDB BANK

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