

The background of the entire page is a photograph of a renewable energy landscape. In the foreground, there are rows of blue solar panels. Behind them is a dense line of green trees. In the background, several white wind turbines are visible against a clear sky. Overlaid on the image is a large, semi-transparent orange circle with several concentric yellow circles around it, creating a ripple effect.

Driving Sustainable **Impact Together**



**2025 GROUP
SUSTAINABILITY REPORT**

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Report Overview



Compliance with IFRS Sustainability Disclosure Standards

CRDB Bank Plc and its subsidiaries ('the Group') have prepared this 2025 Sustainability Report with reference to the Global Reporting Initiative (GRI) Standards and the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB).

In preparing the report, the Group has also referred to and considered the applicability of disclosure topics and metrics in the Sustainability Accounting Standards Board

(SASB) Standards.

This report also takes into account relevant local requirements from respective regulatory authorities, such as the Bank of Tanzania (BoT) and the National Board of Accountants and Auditors (NBAA), whose guidelines are largely derived from globally recognized standards, including those issued by the International Financial Reporting Standards (IFRS) Foundation and the Task Force on Climate-related Financial Disclosures (TCFD).



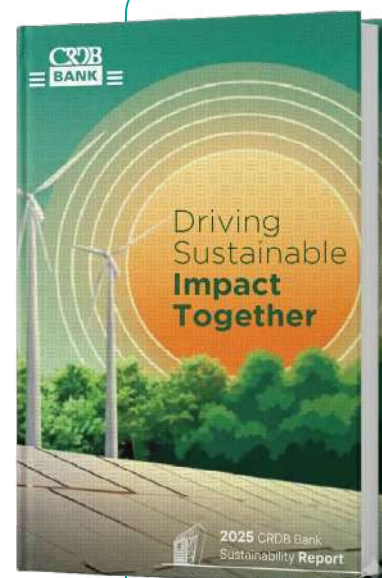
Connectivity with Financial Statements

This sustainability report has been prepared for the Group and should be read in conjunction with its consolidated financial statements, which have been prepared in accordance with the IFRS Accounting Standards and the requirements of the Companies Act No.12 of 2002. It covers the 12-month period between 1 January to 31 December 2025, aligning with the reporting period of the related financial statements.

The sustainability-related financial disclosures apply to the same reporting entity as the

consolidated financial statements, which include CRDB Bank Plc and its subsidiaries. In preparing these disclosures, the Group has assessed its own operations as well as its value chain. Where possible, quantitative sustainability-related metrics are directly connected and cross-referenced to relevant financial statement line items, such as energy costs, technology upgrades and capital expenditure on decarbonization initiatives.

The presentation currency for the sustainability-related financial disclosures is the Tanzanian Shillings (TZS), consistent with the consolidated financial statements. All amounts are rounded to the nearest million TZS, unless otherwise stated.



Our Theme

The theme "Driving Sustainable Impact Together" communicates that our commitment to sustainability is a shared journey undertaken together with our customers, communities, partners, and stakeholders.

The choice of this theme is anchored in several key strengths. First and foremost, it evokes a profound sense of partnership. The word "Together" positions us as a financial institution and a collaborative force working with the full spectrum of our ecosystem, from SMEs and farmers to regulators, development partners, and employees. This resonates deeply with the bank's existing model of deep collaboration, making the theme both authentic and aspirational.

Furthermore, the theme's focus is sharply defined on "Sustainable Impact." This signals a clear and measurable intent to outcomes that matter most: thus providing climate-smart financing, inclusive financial solutions, and responsible banking practices that deliver long-term environmental and social benefits.

Our Reporting Suite

Suite of Reports	Description	Link to the Reports
2025 Integrated Report & Consolidated Financial Statements	This is the principal reporting document for CRDB Bank Group's activities and performance for the financial year. It covers the period from 1 January to 31 December of the reporting year. Where relevant to a proper understanding of the Group's position and outlook, notable material events occurring after the reporting date and up to the publication of the report are also considered in the report.	
2025 TCFD Report	Aligned with TCFD, this report outlines governance, management, disclosure of climate risks and opportunities, integrating into strategy, lending, and investments.	To be published in September 2026
2025 Sustainability Report	This report details the Group's ESG performance, green financing, climate	

Overview of Our Value Chain

Value Chain Category	Entities	Description
Upstream	Suppliers, Investors, Shareholders, Regulators, External Consultants, Logistics Companies	Includes the financial capital, goods, and services that feed into our operations. Our governance ensures ethical sourcing and transparent returns.
Operations	Employees, Partners	The Group transforms capital and services into solutions via sustainability strategy, cross-sector partnerships, scaling innovation, operational resilience, and responsible banking standards.
Downstream	Customers, Broader Community	Our clients and communities are the ultimate recipients of our value creation. This includes our diverse client base and the communities in which we operate, whose social and economic development we aim to positively impact.



Assurance Statement

The Group maintains comprehensive internal policies, procedures, and control frameworks to ensure the accuracy, integrity, and reliability of the sustainability data presented in this report. The Board of Directors provides dedicated oversight of all sustainability-related matters, reinforcing strong governance and accountability.

The Group's measurement metrics and reporting criteria are carefully designed to reflect the nature of its business, align

with applicable industry standards, and respond to stakeholder expectations. The disclosed material topics are derived from the Group's internal reporting systems and governance processes, as detailed in the Governance and Strategy section of this report.

No external assurance was obtained for the current reporting period. In the future external assurance will be provided to enhance transparency and strengthen stakeholder confidence.

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List of Acronyms

Acronyms & Abbreviation

AAI	Africa Adaptation Initiative	ISMS	Information Security Management System
AARDS	Agriculture Adaptation Routine Data Systems	LED	Light-Emitting Diode
ACH	Automated Clearing House	LEED	Leadership in Energy and Environmental Design
APIA	Adaptation Project Incubator for Africa	PCI DSS	Payment Card Industry Data Security Standard
APIs	Application Programming Interface(s)	PO-RALG	President's Office - Regional Administration and Local Government
ARA	Adaptation-focused agriculture lending	PV	Photovoltaic
CBI	Climate Bonds Initiative	PWD	Person(s) with Disability
CEBDS	Brazilian Business Council for Sustainable Development	RDP	Remote Desktop Protocol
CMSA	Capital Markets and Securities Authority	RTGS	Real-Time Gross Settlement
CNG	Compressed Natural Gas	SFE/SFEs	Sales Force Executive(s)
CrROs	Climate-related Risks and Opportunities	SIM	Subscriber Identity Module
CSA	Climate-Smart Agriculture	SMS	Short Message Service
CTI	Cyber Threat Intelligence	SOX	Sarbanes-Oxley Act
CVM	Customer Value Management	SrROs	Sustainability-related Risks and Opportunities
CX	Customer Experience	SSA	Sub-Saharan Africa / Sustainable Solutions for Africa
DR	Disaster Recovery	TMA	Tanzania Meteorological Authority
DRP	Disaster Recovery Plan	TZCERT	Tanzania Computer Emergency Response Team
DSS	Data Security Standard EDGE/IFC-	USSD	Unstructured Supplementary Service Data
EDGE	Excellence in Design for Greater Efficiencies	VSLAs	Village Savings and Loan Association(s)
EDR/XDR	Endpoint Detection and Response / Extended Detection and Response	WII	Weather Index Insurance
EIA	Environmental Impact Assessment		
ESAP	Environmental and Social Action Plan(s)		
ESDD	Environmental and Social Due Diligence		
ESIA	Environmental and Social Impact Assessment		
ESMS	Environmental and Social Management System(s)		
GAR	Green Asset Ratio		
GDPR	General Data Protection Regulation		
HVAC	Heating, Ventilation and Air Conditioning		
IDP	Insurance Digital Platform		
IDS/IPS	Intrusion Detection System / Intrusion Prevention System		

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01

CROR
BANK

Group Profile

CRDB Bank Plc is a leading Tanzanian commercial bank, incorporated in 1996 and headquartered in Dar es Salaam. We have grown into the largest financial institution in Tanzania by total assets and customer base, with a strong and expanding regional footprint across East and Central Africa, including operations in Burundi and the Democratic Republic of Congo, alongside our recently launched Dubai Representative Office. The Group is driven by its strong purpose that aims to Improve livelihoods and deliver sustainable impact.'

As of 31st December 2025, CRDB Bank Group recorded an asset base of TZS 22.3 trillion, with shareholders' funds (capital) of TZS 2.7 trillion, reflecting its strong financial position and sustained growth trajectory.

The Group operates through several subsidiaries, including CRDB Bank Burundi, CRDB Bank Congo, CRDB Insurance Company (CIC), and the CRDB Bank Foundation, which focuses on social impact and community development initiatives.

The Group boasts an extensive distribution network that enhances financial inclusion and accessibility. This includes 261 branches, 38,883 banking agents (Wakala), 732 ATMs, and 6,607 Point of Sale (POS). We also offer robust digital channels such as internet

banking and our mobile banking platform (SimBanking), enabling 7.2 million customers to access services conveniently.

The Group employs a workforce of 4,528 staff, supporting its operations and strategic growth across the region.

Overall, we continue to play a pivotal role in advancing financial inclusion, supporting economic development, and driving sustainable finance in Tanzania and the wider region.

Vision



Transforming lives and developing economies to their fullest potential.

Mission



Providing disruptive solutions to unlock socio-economic value for our stakeholders.

Purpose



Improve livelihoods and deliver sustainable impact.

Our values ensure that we do things the right way to deliver a sustainable impact.

Our values include:



Deliver Impact



Behave Responsibly



Learn Continuously



Achieve Together

Overview of Our Business Model



Retail Banking

We cater to individuals, micro, small, and medium enterprises (MSMEs), and emerging corporates by offering a diverse portfolio of customized financial services, designed to promote economic

Key Solutions

- Al Barakah Banking: Funding solutions adhering to Islamic principles.
- Deposit & Savings Products: Accounts for everyday transactions and long-term savings.
- Insurance Bancassurance: Life and non-life insurance distribution and underwriting support
- Lending Solutions: Personal and business loans, along with credit facilities.
- Investment Products: Term deposits (Fixed Deposits).
- Digital & Agent Banking: Comprehensive digital platforms and CRDB Wakala agency banking services.



Corporate Banking

We partner with large-scale enterprises and institutions by delivering bespoke financial solutions. Our services are designed to optimize liquidity, fuel strategic investments, and secure enduring stability through specialized structured financing, comprehensive trade services, and expert strategic guidance.

Key Solutions

- Working Capital Financing: Solutions to manage daily operational liquidity.
- Trade Finance: Instruments and services facilitating international and local trade.
- Project & Investment Financing: Funding for large-scale projects and capital investment.
- Advisory Services: Strategic guidance, including asset financing consultation.



Treasury and Capital Markets

We provide bespoke solutions designed to meet the changing demands of individuals, corporations, and financial institutions. Our focus is on managing liquidity, minimizing financial risk, and fostering asset growth to ensure sustained long-term stability.

Key Solutions

- Foreign Currency Solutions: Payment processing and exchange services in multiple currencies.
- Risk Management (Hedging) Solutions: Tools to mitigate financial market risks.
- Custodial Services: Safe keeping and administration of securities and assets.
- Financial Advisory: Expert counsel on treasury and investment matters.

Snapshot of 2025 Highlights

Sustainability Pillar

Sustainability Performance

Creating value for farmers

Customer Value

Employee Value

Contributions to SDGs

Lead a positive social impact



120,000 coffee farmers digitally profiled and issued CRDB account cards



50,000 farmers trained on climate- smart agriculture.



Achieved **40%** conversion rate of customers to our digital platforms

Workforce expansion at **4,528** from **4,251** in 2024, **6.5%** YOY growth

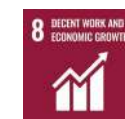
47% female and **53%** male representation across the Group workforce

Employee satisfaction rose to **94%** from 87% in 2024

320,892 training hours on technical skills and sustainability delivered across the Group.

TZS 9.4 billion from **TZS 7.9 billion** invested in skills development, capacity building and training.

Over **TZS 15.5 billion** invested in employee medical coverage, thus supporting 13,995 beneficiaries



Green Financing

Kijani Green Bond Allocation

Sustainable Fisheries

Drive transition to a sustainable economy



TZS 107.3 billion was disbursed under TACATDP to enhance climate resilience and we exceeded our annual target by 17.9%



4,304 farmers with collateral deficiencies were guaranteed to de-risk lending and to increase financial inclusion.



TZS 15.8 billion (66% of their target) insured to reduce agricultural lending risk



TZS 169.05 billion allocated to green projects under Kijani Green Bond



EUR 8 million mobilized to support sustainable fisheries in the Great Lakes region.



Funds received from partnerships to support sustainability initiatives

Supply Chain Integration

Foster collaborations for greater impact

AfDB - Supports SME and women entrepreneurs

EIB - SME, Blue Economy and Gender

PROPARCO - Women and SMEs

IFC - Women owned SMEs and other SME

GCPF - Green and climate facility projects

FMO - Climate financing, agriculture, agro processing and gender initiatives

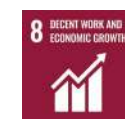
GCF - TACATDP, Climate adaptation and technology

DEG- SMEs

DFIC - Gender, Green lending, MSMEs



85% of suppliers are sourced locally.



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02





Group Chairperson Statement

Dear Stakeholders,

It is my pleasure to present CRDB Bank Group's 2025 Sustainability Report under the theme, "Driving Sustainable Impact Together." This report reflects the Board's commitment to transparency, accountability, responsible governance and long-term value creation. It also demonstrates the way the Group creates value by combining financial strength, customer trust and strategic partnerships that enable communities, enterprises and economies to participate in sustainable growth.

For the Board, sustainability is not a peripheral agenda; it is a core discipline for long-term value creation, risk oversight and institutional resilience. It asks whether the Bank is financing the right opportunities, managing risks, serving the right constituencies and building the resilience required to remain relevant in a changing economy. During the 2025 financial year, that discipline became even more important as climate risk, food security, digital inclusion, employment, gender empowerment and regional integration continued to shape the operating environment across Tanzania, Burundi and the Democratic Republic of Congo.

Our view of long-term value creation

At CRDB Bank, we take a holistic view of long-term value creation, recognizing that sustainable success is achieved through the balanced integration of financial performance, environmental stewardship, social impact, and sound governance. Our approach goes beyond short-term profitability to focus on building resilience, supporting inclusive economic growth, and creating shared value for all stakeholders including customers, communities, employees, regulators, and shareholders.

Through responsible financing, we contribute to key sectors such as agriculture, SMEs, and infrastructure, while embedding environmental and social risk considerations into our decision-making processes. We remain committed to supporting the transition to a low-carbon and climate-resilient economy, safeguarding natural resources, and advancing financial inclusion, particularly for underserved communities. Strong governance underpins this approach, ensuring accountability, transparency, and disciplined execution. By integrating sustainability into our strategy, operations, and culture, we position the Bank to deliver enduring value and remain a trusted partner in region's socio-economic development.

Governance and Oversight of Sustainability

During the year, the Board continued to strengthen the governance framework supporting the Group's sustainability strategy and long-term value creation. While management remains responsible for execution, the Board provides independent oversight, strategic direction, and constructive challenge to ensure sustainability is embedded across the Group's operations and decision-making processes.



The Board receives regular sustainability updates through established governance structures and relies on the work of its Committees and management forums to ensure that key matters are rigorously assessed before escalation. In particular, the Board Risk Committee oversees the integration of climate, environmental, and social risks into the enterprise risk management framework, while the Board Credit Committee reinforces adherence to responsible lending principles and practices.

At the management level, governance is supported by cross-functional structures, including the Sustainability Steering Committee, which reviews sustainable finance initiatives, assesses eligibility of projects, and ensures alignment with internal policies and external standards. This layered governance approach enables effective oversight, promotes accountability, and ensures that sustainability considerations are consistently applied across the Group.

The Board recognises that delivering sustainable impact requires discipline, transparency, and measurable outcomes. Accordingly, the Board expects sustainability commitments to be supported by robust evidence, clear methodologies, and verifiable data. Emphasis is placed on demonstrating how capital is allocated, how risks are identified and managed, how customers particularly vulnerable groups are protected, and how subsidiaries align with the Group's sustainability objectives.

Furthermore, the Board acknowledges that credible sustainability reporting depends on strong internal controls, transparent assumptions, and continuous improvement in data quality and assurance processes. During the year, the Group made meaningful progress in enhancing its sustainability disclosures, including



Asset base
TZS 22.3 trillion



Shareholders' funds
TZS 2.7 trillion



Total tax
TZS 681.4 billion



Corporate social investment
TZS 2.7 billion

alignment with IFRS Sustainability Disclosure Standards, continued application of recognised frameworks such as TCFD, PCAF, and IFC Performance Standards, and improved integration between sustainability and financial reporting.

The Board remains committed to strengthening oversight and accountability to ensure that the Group's sustainability ambitions are delivered in a responsible, transparent, and measurable manner.



Through our presence in Tanzania, Burundi and the Democratic Republic of Congo, CRDB is well-positioned to extend responsible banking, deepen financial inclusion, enabling climate-resilient economies

development, and create enduring value for stakeholders across all the markets we serve.

Looking ahead

As we look to the future, the Board remains firmly committed to strengthening its oversight of sustainability and climate-related risks as these continue to shape banking strategy, risk appetite and capital allocation. We will support the expansion of sustainable finance across green, social, blue and water-related opportunities that deliver both commercial value and developmental impact, while ensuring that our regional growth is underpinned by strong subsidiary governance, consistent standards and disciplined control.

At the same time, we will continue to align incentives, capabilities and leadership development with the evolving sustainability requirements of the Group, recognizing that long-term success depends on the right skills and forward-looking mindset. Increasing attention will be given to climate transition planning, portfolio resilience and the integration of climate considerations into strategic and capital allocation decisions.

On behalf of the Board, I extend our sincere appreciation to our shareholders, customers, employees, regulators, development partners, suppliers and communities for the trust and confidence they continue to place in CRDB Bank Group.

I also commend management for effectively translating the Board's strategic direction into measurable outcomes. We recognise that sustainable impact is achieved over time through disciplined decision-making, transparency and collective responsibility. Our duty is to ensure that CRDB continues to grow in a manner that is trusted, resilient, inclusive and responsive to the aspirations of future generations.

Prof. Neema Munisi Mori

Group Chairperson

2025 in perspective

The Group's sustainability performance in 2025 demonstrates how purpose and performance can reinforce each other. The Group closed the year with an asset base of TZS 22.3 trillion and shareholders' funds of TZS 2.7 trillion, while continuing to channel capital into sectors that matter for inclusive development. Total tax paid to Government reached TZS 681.4 billion, employee benefits amounted to TZS 431.5 billion, and corporate social investment stood at TZS 2.7 billion. These results reflect an institution that is growing while contributing to public revenues, employment, community investment and broader economic participation.

The Board is particularly encouraged by the acceleration of green and climate-related finance. The Green Asset Ratio increased from 8.0% in 2024 to 13.9% in 2025. Under the Tanzania Agriculture Climate Adaptation Technology Deployment Programme, TZS 107.3 billion was disbursed to strengthen climate resilience. Through the Kijani Green Bond, TZS 169.05 billion was allocated to eligible green projects across sustainable agriculture, renewable energy, clean transportation, energy efficiency and green buildings. These allocations demonstrate how sustainable finance can support resilience in the real economy while opening responsible growth

More than
120,000
coffee farmers were digitally
profiled and issued CRDB
Bank account cards, while
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opportunities for the Group.

We also saw strong evidence of social impact. More than 120,000 coffee farmers were digitally profiled and issued CRDB Bank account cards, while 50,000 farmers were trained on climate-smart agriculture. Our employee base grew to 4,528, with 47% female representation, and employee satisfaction improved to 94%. These outcomes show that CRDB Bank's sustainability agenda is not confined to lending; it touches customers, communities, employees and the supply chain.

Regional responsibility

Our regional footprint presents a meaningful opportunity to advance sustainable development while reinforcing our responsibility to operate with consistency, integrity, and impact across markets.

Through our presence in Tanzania, Burundi and the Democratic Republic of Congo, CRDB is well-positioned to extend responsible banking, deepen financial inclusion, enabling climate-resilient economies, and supporting communities to thrive in a rapidly evolving world.

As we expand regionally, we remain committed to embedding sustainability principles across all subsidiaries, while thoughtfully adapting to local regulatory, social, and economic contexts. This includes strengthening environmental and social risk management, promoting inclusive access to finance, and supporting sectors that drive long-term resilience and shared prosperity.

Our approach ensures that growth across the region is aligned with disciplined governance, robust oversight, and consistent sustainability practices. In doing so, we aim to enhance the Group's positive footprint, contribute to regional socio-economic



Group CEO and Managing Director Message

Dear Stakeholders,

The 2025 financial year provided a solid basis for advancing sustainability across CRDB Bank Group, not as a separate agenda, but as a practical expression of how we create long-term value. As the business landscape continued to evolve, our responsibility became clearer: to grow in a way that strengthens our customers, protects communities, supports national development priorities and prepares the Group for a more resilient future.

During the year, we remained focused on embedding sustainability into our everyday decisions; from how we assess credit and manage risk, to how we finance enterprise, deepen financial inclusion, support climate-smart opportunities and serve households, women, youth, farmers, MSMEs and businesses across our markets. Our strong financial performance gave us both the confidence and the capacity to do more.

This report reflects a year of disciplined progress and renewed focus. We continued to strengthen our sustainable finance agenda through support for green and social financing, climate-smart agriculture, responsible lending and inclusive digital banking. We also advanced our climate and ESG governance by deepening environmental and social risk management, strengthening our Environmental and Social Management System, and improving climate-related disclosure in line with emerging global and regulatory expectations. These efforts build on our wider ambition to be a regional sustainability champion. Our focus is to move from ambition to measurable outcomes by scaling sustainable finance, improving ESG data and reporting, strengthening partnerships, reducing our operational footprint, and ensuring that sustainability remains firmly anchored in our strategy, culture and customer promise.

Sustainability as a strategic compass

Our EVOLVE strategy is built around ring-fencing, growing and future-proofing the business. In our view, sustainability strengthens all three priorities. It helps us protect the franchise by improving risk management and institutional resilience. It helps us grow by opening new sectors, customer segments and partnerships. It helps us future-proof the Group by ensuring that climate resilience, digital inclusion, social impact and good governance are embedded into the way we compete, serve and create value.

Our three sustainability pillars - leading positive social impact, driving the transition to a sustainable economy, and fostering collaborations for greater impact - guide how we respond to the needs of the markets we serve. They help us focus our capital, innovation and partnerships on areas where banking can unlock real economic opportunity while supporting a more inclusive and resilient future.

Scaling finance where impact and opportunity meet

During the year, we made deliberate progress in directing finance to areas where CRDB Bank's commercial strength, national relevance and sustainability ambition converge. For us, sustainable finance is not simply about creating labelled products; it is about using the balance sheet responsibly to unlock real economic value in sectors that matter to people's lives. Agriculture remains one of those sectors with real transformation potential. Through the Tanzania Agriculture Climate Adaptation Technology Deployment Programme, implemented with the support of the Green Climate Fund, we continued to help farmers and agribusinesses access practical climate-adaptation solutions - from improved irrigation and post-harvest infrastructure to climate-smart technologies that strengthen productivity, resilience and food security. This is where sustainability becomes tangible: in the farmer who can withstand a difficult season, the cooperative that can reduce post-harvest losses, the entrepreneur who can invest with confidence, and the community whose livelihood is better protected against climate shocks.

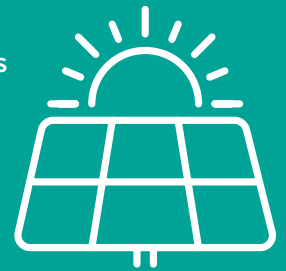
We also advanced the deployment of proceeds from the Kijani Green Bond, reinforcing our role as a pioneer in mobilising capital for Tanzania's green transition. The bond has enabled us to channel funding into eligible green sectors such as sustainable agriculture, renewable energy, clean transportation, energy efficiency and green buildings — areas that are essential to building a more resilient, competitive and low-carbon economy. Importantly, this progress reflects a broader strategic shift in how we view banking: not only as intermediation between deposits and loans, but as a platform for mobilising capital towards productive, responsible and future-fit growth.

Banking for inclusion, resilience and opportunity

For CRDB Bank, inclusion is not a peripheral social commitment; it is central to our purpose and to the future of sustainable banking. During the year, we continued to use our scale, relationships and digital capability to bring more people, businesses and communities into the formal economy. This matters because financial inclusion is ultimately about dignity and possibility. It is about enabling a farmer to build a reliable transaction history, a young entrepreneur to convert ambition into enterprise, a woman-led business to access finance and advisory support, and a small enterprise to participate more confidently in value chains. As a Group, we see every new relationship not merely as an account opened, but as a pathway to resilience, productivity and long-term economic participation.

This perspective shaped the way we advanced our inclusive banking agenda during the year. Our work with coffee farmers, youth, women entrepreneurs, MSMEs and underserved communities reflects a deliberate strategy to move beyond access

We also advanced the deployment of proceeds from the Kijani Green Bond, reinforcing our role as a pioneer in mobilising capital for Tanzania's green transition.



and build meaningful financial capability. Through propositions such as Malkia and IMBEJU, and through our growing use of digital channels and agent networks, we are helping customers transition from informal participation to bankable, data-supported and growth-oriented engagement with the economy.

Technology remains one of the strongest enablers of this ambition. Our investment in the upgraded core banking platform was not simply an operational milestone; it was a strategic foundation for the next phase of inclusive, resilient and customer-centred growth. A modern banking platform gives us the capacity to serve customers faster, strengthen reliability, improve data-driven decision-making, enhance risk management and develop products that respond more closely to the realities of different customer segments. In this sense, digital infrastructure is also sustainability infrastructure. It allows us to reach further, serve better and build a bank that is more responsive to the needs of households, enterprises and institutions across Tanzania, Burundi and the Democratic Republic of Congo.

Our investment in the upgraded core banking platform was not simply an operational milestone; it was a strategic foundation for the next phase of inclusive, resilient and customer-centred growth.



Looking ahead, our focus is to deepen inclusion in a way that is responsible, commercially sound and developmentally meaningful. We will continue to strengthen financial access for productive sectors, invest in digital capabilities that improve customer experience, and design solutions that help individuals and businesses withstand shocks, capture opportunities and participate more fully in economic growth. Sustainable banking, in our view, is not only about financing the future; it is about ensuring that more people have a fair opportunity to be part of that future.

Partnerships that multiply impact

Delivering sustainability at scale requires more than ambition; it requires the ability to mobilise capital, strengthen institutional discipline and connect finance with real-economy solutions. During the year, our partnerships continued to serve this purpose. They helped deepen the Bank's capacity to finance sectors with high development relevance, strengthen environmental and social risk standards, and support customers whose needs go beyond capital alone. For CRDB Bank, partnership is not about association; it is about execution. It is about bringing together funding, data, technical knowledge, market access and customer reach in ways

that make our impact more practical, measurable and enduring.

This approach has reinforced an important lesson: credible sustainability creates commercial value. Strong ESG governance, disciplined risk management and transparent execution are no longer matters of compliance alone; they are strategic enablers of trust, access to capital and long-term competitiveness. By strengthening the way we assess environmental and social risks, structure sustainable finance and support customers in priority sectors, we are building a platform that can attract responsible capital and deploy it where it matters most. The true value of partnership is therefore reflected not only in funding mobilised, but in the quality of outcomes it enables — more resilient farmers, more capable enterprises, stronger value chains and communities better prepared for the future.

Managing the transition responsibly

As we support the transition to a more sustainable economy, we are mindful that transition must be managed with realism, fairness and discipline. Many of the sectors that carry environmental and climate-related risks are also essential to livelihoods, food security, trade, housing, employment and national development. Our role is therefore not to withdraw from complexity, but to engage it responsibly. This means understanding the risks in our portfolio more deeply, helping customers improve their practices, and ensuring that our financing decisions support both resilience and productive economic activity.

Credibility in this journey will depend on transparency and measurable progress. We will continue to strengthen our climate-risk capabilities, improve ESG data and reporting, and embed sustainability more firmly into credit, governance and customer engagement. The transition ahead will not be linear, and it will not be delivered by finance alone. But as a leading financial institution with deep market reach, CRDB Bank has both the responsibility and the opportunity to guide capital towards growth that is inclusive, resilient and future-fit.



Future outlook

Looking ahead, our ambition is to grow in a way that strengthens confidence in the future of the Group and the markets we serve. We will continue to expand sustainable finance, deepen customer inclusion, invest in digital capability, mobilise strategic partnerships and support responsible regional growth. We will also continue strengthening our climate and sustainability practices, including more disciplined transition planning and portfolio-level risk understanding, so that our progress remains credible, practical and aligned with the expectations of our stakeholders.

We will continue to invest in our people through learning, capability building and a culture of service, responsibility and innovation, because long-term impact depends on the strength, values and preparedness of our workforce across the Group. Our employees remain central to how we deliver for customers, execute our strategy and create lasting impact.

I thank the Board for its guidance, our employees for their commitment, our customers for their trust, and our partners for standing with us. The progress described in this report belongs to all of them. Together, we are building a bank that listens, a bank that finances progress, and a bank that delivers sustainable impact with discipline and humanity.

Abdulmajid M. Nsekela

Group CEO & Managing Director





Statement from the Head of Sustainability Alignment

The year 2025 marked an important transition in CRDB Group's sustainability journey as we moved from establishing sustainability foundations to institutionalising sustainability across the Group's operations, governance structures, and decision-making processes. Guided by our commitment to responsible banking, inclusive growth, and environmental stewardship, we continued strengthening governance, aligning sustainability ambitions across the Group, and integrating ESG considerations into everyday business activities. Building on the progress achieved in previous years, sustainability is increasingly becoming a shared responsibility across business units, functions, and subsidiaries.

We have a responsibility to influence positive environmental and social outcomes while maintaining strong governance practices and delivering value for customers, shareholders, regulators, employees, and communities. This belief continues to shape our approach as we strengthen the connection between profitability, purpose, and impact.

Strengthening Sustainability Governance

Throughout 2025, we continued strengthening sustainability governance structures across the Group to support effective oversight, accountability, and execution. Following the establishment of sustainability governance frameworks, our focus shifted toward deepening implementation and integrating sustainability considerations into strategic planning, risk management, and operational decision-making. Governance remains one of the most critical enablers of sustainable transformation.

Our sustainability journey continues to be guided by internationally recognised frameworks, including IFRS Sustainability Disclosure Standards (IFRS S1 and S2), TCFD recommendations, IFC Performance Standards, the PCAF methodology, and the Bank of Tanzania Climate Risk Management Guidelines. During the year, sustainability considerations were further integrated into business origination, credit approval, procurement, risk management, and performance reporting processes.

A significant milestone was supporting the integration of climate

risk considerations within the Group's Credit Policy through a dedicated climate risk addendum, reinforcing the principle that sustainable finance must be underpinned by sound risk management practices.

Embedding Sustainability Across the Group

One of our key priorities in 2025 was ensuring sustainability alignment across CRDB Bank Plc, CRDB Bank Burundi, CRDB Bank DRC, CRDB Insurance, and the CRDB Bank Foundation. Sustainability can only succeed when it is embedded across functions and subsidiaries rather than confined to a single department.

To achieve this, we strengthened collaboration across departments and subsidiaries, creating a common understanding of sustainability priorities, governance expectations, and reporting requirements. ESG coordinators across subsidiaries and departmental sustainability champions played an increasingly important role in translating sustainability principles into practical actions, strengthening accountability, ownership, and awareness throughout the Group.

The progress we made in 2025 was a true team effort. Across the Group, colleagues worked across functional boundaries, challenged traditional ways of working, and embraced innovation to strengthen execution. This reflects an emerging culture of shared ownership, where sustainability transformation is driven collectively rather than by a single team.

Sustainability Through a 360-Degree Operational Lens

In 2025, we continued integrating ESG considerations into operational excellence initiatives with the objective of improving efficiency, reducing environmental impacts, strengthening resilience, and creating sustainable value across the organisation.

Digital transformation remained a cornerstone of CRDB's sustainability and operational efficiency agenda. Through the simplification of customer journeys, process automation, and investments in scalable technology platforms, we continued to improve customer experience, reduce paper dependency, strengthen controls, and support responsible growth. These efforts demonstrate how technology can simultaneously advance business performance and sustainability objectives.

Understanding Our Emissions Footprint

A major milestone in our sustainability journey has been the continued advancement of greenhouse gas emissions measurement and management. During FY2025, the Group recorded total gross greenhouse gas emissions of 2,171,093 tCO₂e, including 2,153,421 tCO₂e of financed emissions under Scope 3 Category 15. These measurements provide critical insights into our climate-related impacts and establish an important baseline for future transition planning, portfolio engagement, and decarbonisation efforts.

In parallel, the Group strengthened sustainable finance monitoring and reporting. Our Green Asset Ratio increased from 8.0% in 2024 to 13.9% in 2025, supported by green lending initiatives, Kijani Green Bond allocations, and climate-focused financing programmes. This progress reflects our commitment to directing capital toward activities that support environmental sustainability and climate resilience.

While our journey toward net-zero alignment will require long-term commitment and collaboration, understanding our Scope 1, Scope 2, and Scope 3 emissions positions us to make more informed decisions and contribute meaningfully to the transition toward a low-carbon economy.

Building Sustainability Awareness and Capability

Sustainability transformation is ultimately a people journey. Throughout 2025, we expanded sustainability awareness and capacity-building initiatives across the Group to ensure that employees possess the knowledge and skills required to contribute meaningfully to our ESG objectives.

The Group invested approximately TZS 9.4 billion in employee development and delivered more than 320,892 training hours during the year. These efforts strengthened understanding of sustainability principles, climate risk, sustainable finance, governance expectations, and responsible business practices.

Our workforce grew to 4,528 employees, with 47% female

representation, while employee satisfaction increased to 94%. These indicators reinforce our commitment to developing an inclusive, capable, and engaged workforce that can support the Group's long-term sustainability ambitions.

Creating Sustainable Value for Communities

The Group's commitment to sustainable value creation extends beyond financial performance. In 2025, CRDB opened 1.4 million new accounts, digitally profiled over 120,000 coffee farmers, and supported 50,000 farmers through climate-smart agriculture initiatives. Complementing these efforts, the Group invested approximately TZS 2.7 billion in community programmes focused on Education, Health, Environment, and Youth Empowerment, reinforcing its commitment to inclusive growth and national development.

Looking Ahead

As we look ahead, our focus remains simple: collaborate better, simplify more, and continue building an organisation that consistently delivers value for customers, communities, employees, shareholders, and the environment. The foundations established through CRDB Group's sustainability strategy, governance framework, digital transformation agenda, climate initiatives, and commitment to inclusive growth provide strong momentum for the future.

Our responsibility now is to accelerate execution, deepen integration, strengthen accountability, and translate ambition into measurable impact. We will continue improving sustainability data quality, strengthening climate risk management, embedding sustainability into management performance frameworks, and enhancing the consistency and credibility of disclosures across the Group.

Together, we are Driving Sustainable Impact.

Ultimately, sustainability alignment is about ensuring that commitments become actions, actions become measurable results, and results create lasting value for our customers, communities, employees, shareholders, and future generations. By strengthening governance, improving coordination, enhancing data integrity, and fostering a culture of shared ownership, we are building a more resilient, responsible, and sustainable CRDB Group for the long term.

Rachel Metta

Head of Sustainability Alignment – Group

Sustainability Governance & Oversight

Sustainability Governance and Oversight

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03



Sustainability Governance and Oversight

Sound governance enables CRDB Bank Group to translate sustainability commitments into accountable decisions, disciplined risk management and measurable performance. Sustainability is governed as part of strategy, risk, credit discipline, operations and disclosure, rather than as a standalone reporting activity. The Board of Directors provides overall stewardship of the Group's strategy, purpose and long-term sustainability ambitions, including oversight of economic, environmental and social impacts. Day-to-day responsibility is delegated to the Executive Management Team, led by the Group Chief Executive Officer, with implementation supported by the Sustainability Unit and relevant business and control functions.

The governance model is supported by Board and management structures that review sustainability-related risks and opportunities, climate-related risks, responsible lending, cyber and information security, financial and non-

financial disclosures, and the controls that support reporting. Management provides quarterly reports to the Board through the Board Credit Committee and the Board Risk Committee, enabling the Board to maintain consistent oversight of sustainability implementation and performance.

The Group's Environmental, Social and Climate Risk Management Policy anchors this governance approach. The policy recognises that environmental, social and climate sustainability is fundamental to achieving outcomes consistent with the Bank's credit policy and that projects fostering environmental, social and climate resilience rank among the highest priorities of the Group's activities.

Governance architecture and decision rights

The Group applies a layered governance architecture. The Board sets direction and retains collective responsibility for strategy, risk management and sustainability performance. Board Committees provide specialist scrutiny before matters are escalated to the full Board. Senior management implements Board direction, and the Sustainability Unit coordinates tools, data, evidence, training and reporting across the Group.

Sustainability governance architecture

From Board stewardship to management execution, evidence and disclosure.



Board of Directors

Provides overall stewardship of climate-related risks and opportunities and approves the Environmental, Social and Climate Risk Management Policy.

Reviewed sustainability as part of strategy, policy, risk management, performance, Board work planning and long-term value creation.

Board Risk Committee

Oversees the risk management framework, risk appetite, compliance, cyber and information security, and emerging risks.

Reviewed risk assessment, compliance, legal and regulatory updates, cyber and information security risks, and development of stress-test methodology.

Board Credit Committee

Oversees credit risk, portfolio quality, credit policy, delegated authorities and responsible lending discipline.

Reviewed loan portfolio quality, NPL limits, credit policy, loans requiring Board-level authorisation, Single Borrower Limit, restructuring, sectoral exposures and recovery matters.

Board Governance, Nomination and Human Resources Committee

Oversees governance, Board composition, succession, remuneration policies and human capital matters.

Reviewed diversity, women empowerment, productivity, salary increments, bonuses, Company Secretary appointment, Directors training, Board appointments, employee welfare, succession and HR policies.

Sustainability Steering Committee and Sustainability Unit

Support implementation of sustainability strategy, sustainable finance eligibility, ESMS tools, evidence collection and reporting.

Provided management-level coordination for sustainability implementation, climate and E&S risk screening, data consolidation, disclosure preparation and business support.



2025 Board and Committee activity

The Board operates through an annual work plan and meets at least once every three months. During the 2025 FY, the Main Board planned six meetings and convened eight. The Board constituted five Committees and maintained the Shariah Advisory Board to strengthen governance, technical scrutiny and oversight across the Group.

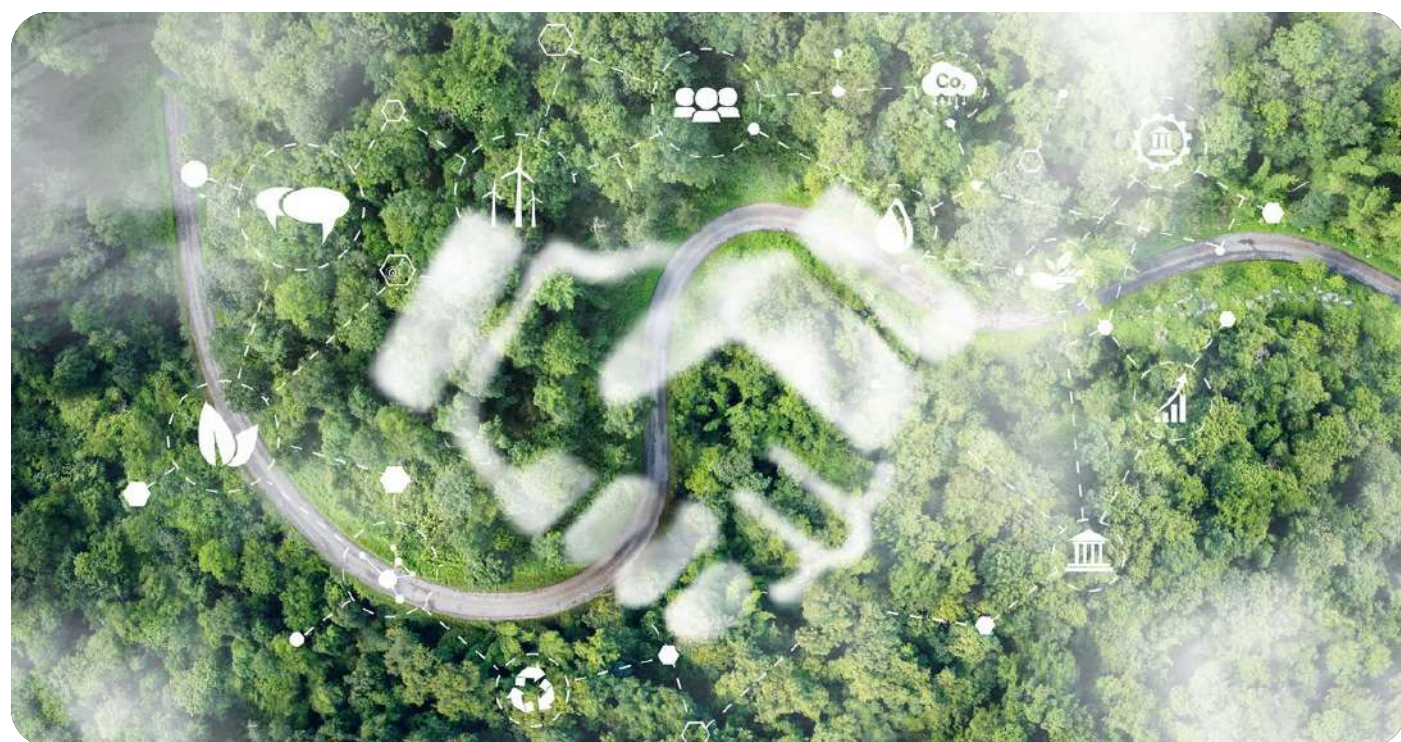
2025 Governance Oversight in Practice

Verified meeting execution and governance matters disclosed in the 2025 audited report.

8 Main Board Executed meetings Planned 6	5 Board Audit Committee Executed meetings Planned 5	7 Board GNHRC Executed meetings Planned 5
16 Board Credit Committee Executed meetings Planned 9	4 Board Risk Committee Executed meetings Planned 4	6 Shariah Advisory Board Executed meetings Planned 4

Governance matters disclosed

- Sustainability reporting and quarterly management updates
- Environmental, Social and Climate Risk Management policy oversight
- Credit policy review, loan approvals, portfolio quality and sectoral exposures
- Risk assessment, compliance, legal/regulatory updates, cyber and information security
- Board and management training on climate strategy, risk management and disclosure



Board composition, independence and capability

The Board is structured to provide a balance of skills, experience and diversity necessary for effective leadership and oversight. It comprises Non-Executive Directors and one Executive Director, including Independent Non-Executive Directors. Non-Executive Directors provide independent oversight and constructive challenge, while Independent Non-Executive Directors are free from business or other relationships that could materially interfere with independent judgement.

As at 31 December 2025, the Board's gender diversity ratio stood at 67% male and 33% female, an improvement from 85% male and 15% female in 2024. This supports the Group's

commitment to diversity and inclusive leadership at Board level.

Board capacity building is part of the Group's sustainability governance. Training modules covered governance and impact management, climate strategy and risk management, and disclosure and reporting practices, including SASB Standards, the Task Force on Climate-related Financial Disclosures and the Bank of Tanzania 2025 Guidelines. The training also focused on emerging climate-risk assessment methodologies, regulatory developments, supervisory expectations and opportunities in climate finance, including green bonds, sustainable lending and blended finance instruments.

Governance and impact management

Sustainability performance must be linked to strategy, stakeholders and measurable outcomes.

Supports Board evaluation of sustainability strategy, social and environmental impact, and stakeholder alignment.

Disclosure and reporting practices

IFRS, SASB, TCFD and local requirements require traceable, reliable and controlled data.

Improves Board scrutiny of reporting quality, transparency, regulatory compliance and assurance readiness.

Climate strategy and risk management

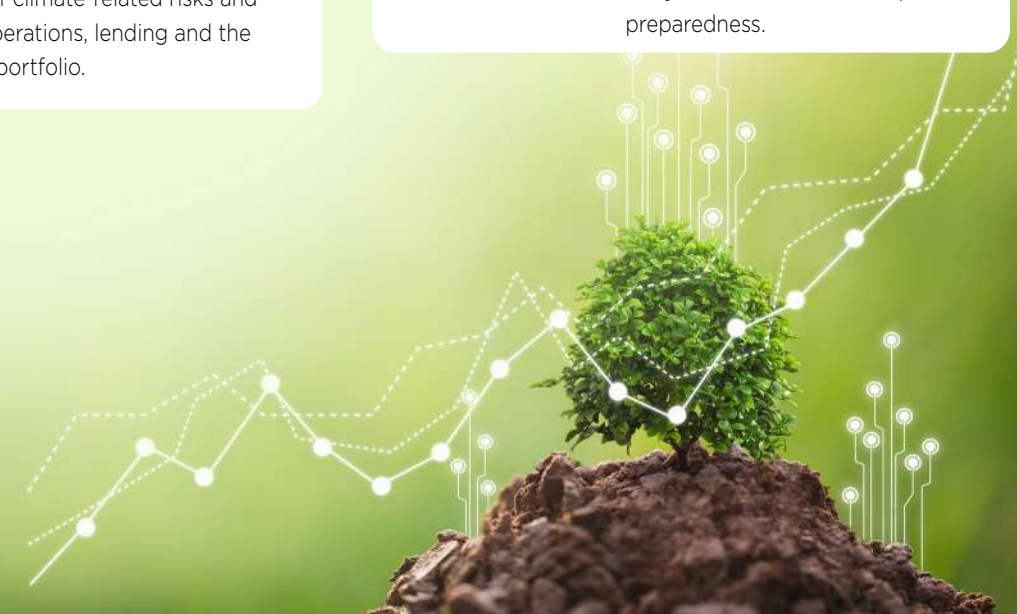
Physical and transition risks can affect customers, sectors, collateral, portfolio resilience and long-term financial planning.

Strengthens oversight of climate-related risks and opportunities across operations, lending and the credit portfolio.

Cyber and information security

Digital banking growth makes data protection and system resilience a governance priority.

Supports Board Risk Committee review of cyber and information security risks, controls and response preparedness.



Matters reviewed and governance actions

During the 2025 FY, the Board and Committees considered sustainability matters as part of strategy, credit, risk, human capital, internal control and sustainability oversight. These matters show how sustainability governance was translated into practical review areas, decisions and follow-up responsibilities.

Area reviewed	Governance body	Governance action or focus in 2025
Sustainability and climate-related risks and opportunities	Board of Directors	Provided overall stewardship, approved policy direction and required management compliance with the Environmental, Social and Climate Risk Management Policy.
Quarterly sustainability implementation and performance	Board Credit Committee and Board Risk Committee	Received management reports on implementation and performance, supporting consistent Board oversight.
Credit policy and portfolio quality	Board Credit Committee	Reviewed and recommended the annual Credit Policy review, monitored internal NPL ratio limits and regulatory requirements, and considered loans requiring Board-level authorisation.
Single Borrower Limit and sectoral exposure	Board Credit Committee	Directed management to ensure continuous compliance with regulatory thresholds and reviewed sectoral exposures for diversification and risk management.
Restructuring, recoveries and legal cases	Board Credit Committee	Reviewed restructured loans, recovery updates and legal cases related to non-performing loans, and provided guidance to strengthen portfolio quality.
Risk assessment, compliance and internal ratios	Board Risk Committee	Reviewed risk assessment and compliance matters, including adherence to the Code of Conduct, regulatory reporting obligations and internal ratios set by the Board.
Cyber and information security	Board Risk Committee	Assessed cyber and information security risks and management controls to safeguard systems, data and digital infrastructure.
Stress-testing methodology	Board Risk Committee	Reviewed the development of stress-test methodology as part of enterprise risk oversight.
Board and management capability	Board Governance, Nomination and Human Resources Committee	Reviewed Directors' training and development plans, succession planning, employee welfare, leadership pipeline and HR policies.
Staff productivity, remuneration and bonuses	Board Governance, Nomination and Human Resources Committee	Discussed staff productivity, recommended salary increments and bonuses based on achievement against set targets.

How ESG and climate risks affect lending decisions

Sustainability considerations are embedded into the Bank's credit approach through the Environmental, Social and Climate Risk Management Policy, the Environmental and Social Management System and the Environmental and Social Risk Assessment checklist. The Sustainability Unit has developed a checklist for routine evaluation, assessment and monitoring of environmental and social risks, including climate-related financial risks within the credit portfolio.

This process enables sustainability and climate risk considerations to influence the lending cycle before and after approval. Business teams originate opportunities, relevant exposures are screened using ESMS/ESRA tools, high-risk matters are escalated for enhanced review, credit decisions incorporate mitigation measures and approval conditions, and portfolio-level monitoring is reported through credit and risk governance structures.

How sustainability risk informs lending

From origination to approval, monitoring and reporting

- 1 Origination**
Customers, sectors and projects context captured by business teams.
- 2 E&S and climate screening**
E&S, climate and sector screening using environmental, social and climate risk indicators.
- 3 Enhanced due diligence**
High-risk exposures are subjected to deeper review, action plans and mitigation measures.
- 4 Credit decision**
Credit policy, delegated approvals, covenants and conditions are applied.
- 5 Portfolio monitoring**
Sector exposures, KPIs, ESMS compliance and early-warning signals are reviewed.
- 6 Disclosure evidence**
Data, case-level evidence, disclosures, reporting and sustainability performance are consolidated.

Credit Governance Effect



Risk mitigation

Action plans, covenants, sector reviews and portfolio monitoring strengthen credit discipline and reduce risk



Capital allocation

Eligible green and climate finance opportunities are evaluated against defined criteria and credit appraisals to guide prudent capital allocation.



Disclosure quality

Lending data supports GAR, green bond allocation, climate-risk reporting and sustainability disclosures.



Lending stage

Governance consideration

Effect on credit discipline

Origination

Business teams identify the customer, sector, project purpose and potential sustainability characteristics.

Improves early identification of green opportunities and ESG risks.

Screening

ESMS and ESRA tools support routine assessment of environmental, social and climate-related risks.

Enables classification of risk exposures and identification of matters requiring mitigation.

Enhanced due diligence

Higher-risk exposures are subject to deeper review, mitigation planning and escalation where required.

Supports informed decision-making and avoids unmanaged E&S or climate risk.

Approval

Credit policy, delegated authority, covenants, guarantees, insurance, pricing and approval conditions are applied as relevant.

Links sustainability risk assessment to responsible lending and portfolio quality.

Monitoring

Portfolio quality, sector concentration, NPL ratios, restructuring and stress testing are reviewed by the Board Credit Committee.

Supports early detection of emerging risks and timely remedial action.

Disclosure

GAR, green finance metrics, green bond allocation and climate-risk reporting are consolidated through governance routines.

Strengthens transparency and evidence-based reporting.



Sustainable finance governance and portfolio evidence



Green Bond

The Bank deployed TZS 171 billion raised through the Green Bond to finance projects in Climate-Smart Agriculture, Renewable Energy, Energy Efficiency, Clean Transportation, and Green Buildings, in full alignment with the Green, Social, and Sustainability Bond (GSSB) Framework. The funds supported sustainable farming practices, expansion of solar energy access, improved resource efficiency, adoption of low-emission transport solutions collectively delivering measurable environmental benefits and strengthening the Bank's green portfolio.



Adaptation finance (TACATDP)

Under TACATDP, the Bank disbursed TZS 107 billion to over 600,000 beneficiaries to support adoption of climate-adaptation technologies across 26 regions, while also providing guarantees for smallholder farmers, conducting capacity-building for branches and farmers, supporting policy interventions with key government agencies, and advancing development of weather-index crop insurance.

Green Bond deployment



TZS 171 billion

Shows deployment of raised funds to eligible sustainable projects.

2025 allocation



TZS 99.76 billion

Shows allocation to eligible green projects during the reporting period.

Cumulative allocation



TZS 169.05 billion

Shows cumulative eligible green project allocation by year-end.

Green portfolio



TZS 2.9 trillion

Shows environmentally sustainable portfolio exposure.

Green Asset Ratio



13.95%

Shows the proportion of the balance sheet supporting environmentally sustainable activities.

Sustainable finance governance is applied through project evaluation, credit approvals and portfolio monitoring. The Sustainability Bond Working Committee brings together representatives from the Sustainable Finance Unit, Treasury, Corporate Banking, Corporate Credit Underwriting, SME and Emerging Corporate, MSE, Agribusiness and Legal Services. The Committee assesses whether loan applications qualify for financing through Green, Social and Sustainability Bond proceeds based on defined sustainability criteria, while all credit appraisal and approval remain subject to the applicable Credit Policy and delegated authorities.

During the reporting period, the Bank deployed TZS 171 billion raised through the Kijani Green Bond to finance eligible projects. TZS 99.76 billion was allocated to eligible green projects in 2025, while cumulative allocations of TZS 169.05 billion were recorded. The Bank's green portfolio stood at TZS 2.9 trillion and the Green Asset Ratio was 13.95% as at 31 December 2025, compared with 8% in 2024.



Remuneration for sustainability initiatives

There is no direct link between executive compensation and the achievement of sustainability initiatives. While we recognise the importance of sustainability in our overall business strategy, our remuneration policies have traditionally focused on financial performance metrics such as revenue growth, profitability, and shareholders' return.

However, we understand that integrating sustainability into our remuneration structure is crucial for aligning our long-term business goals with environmental and social responsibilities. As we move forward, we are committed to exploring ways to incorporate sustainability metrics into our executive compensation plans. This will ensure our leadership is motivated to achieve both financial success and significant advancements in our sustainability efforts.

By linking compensation to sustainability performance, we believe it will foster a culture of accountability and commitment to sustainable practices. This approach will motivate our team to achieve financial targets and contribute positively to the environment and society.

Governance controls, data quality and assurance readiness

Reliable sustainability disclosure depends on documented controls, clear data ownership and review routines. The Group's governance model supports evidence-based reporting by linking source data, management review, committee scrutiny and final disclosure. Sustainability data is drawn from business functions, risk and credit records, human capital information, green finance registers, operational data and sustainability programme records.

For the current reporting period, no external assurance was obtained over the sustainability report. The Group maintains internal policies, procedures and control frameworks to support the accuracy, integrity and reliability of sustainability data, with the Board providing dedicated oversight over sustainability-related matters. The Group will consider future external assurance to enhance transparency and strengthen stakeholder confidence.

Figure: Sustainability disclosure evidence chain

Evidence chain for sustainability disclosure

Internal controls connect operational data, risk review, committee oversight and reporting



Business and operational source data

Capture credit, HR, green finance, operational footprint and programme data.

Source records, registers, schedules and working papers.

Management and Sustainability Unit review

Check completeness, consistency, ownership and alignment with reporting requirements.

Validated data packs and disclosure inputs.

Committee scrutiny

Review risk, credit, compliance, sustainable finance and disclosure matters.

Minutes, decision records, action trackers and escalation evidence.

Report preparation

Translate validated data into narrative and metrics aligned with applicable reporting frameworks.

Sustainability report, climate disclosure and financial statement connectivity.

Assurance readiness

Prepare evidence and controls for future external assurance over selected indicators.

Assurance plan, data owners, control descriptions and retained evidence.

Governance protocols and ethical business

The Group's governance protocols reinforce integrity, transparency, accountability and compliance with laws and regulations. The Board and Committees operate through charters, an annual work plan, scheduled meetings, pre-circulated Board papers and documented decision-making. Committee reports cover key findings, matters requiring Board-level attention, recommended actions and relevant issues for escalation.

The Group's governance and sustainability protocols are supported by risk management, internal control, compliance, audit, credit discipline, human capital policies, procurement controls, data protection and cyber resilience. The Board Risk Committee reviews compliance and risk matters, while the Board Credit Committee reviews credit quality and responsible lending considerations. The Board Governance, Nomination and Human Resources Committee oversees governance, Board composition, succession, remuneration policies and human capital matters.

The Shariah Advisory Board provides guidance to ensure that Al Barakah Islamic banking operations comply with Shariah principles and certifies that products and services offered, or to be offered, are Shariah compliant.

2025 governance outcomes in summary

During the 2025 FY, CRDB Bank Group strengthened the practical application of sustainability governance through Board and Committee oversight, policy-based management responsibilities, credit-risk integration, management reporting and sustainability disclosure controls. Sustainability-related matters were considered through strategy, risk, credit discipline, cyber and information security, sustainable finance, policy implementation, disclosure readiness and management accountability.

This governance approach supports the Group's broader performance and resilience. During the year, total assets grew to TZS 22,308.9 billion, customer deposits grew to TZS 14,930.5 billion, and net loans and advances to customers grew to TZS 13,723.3 billion. Profit before tax reached TZS 1,030.5 billion and profit after tax reached TZS 728.6 billion. The Group maintained market share of 29% in total assets, 29% in deposits, 31% in loans and advances, and 24% in the capital base. These results provide the context in which sustainability governance supports responsible growth, risk-informed capital allocation and long-term value creation.



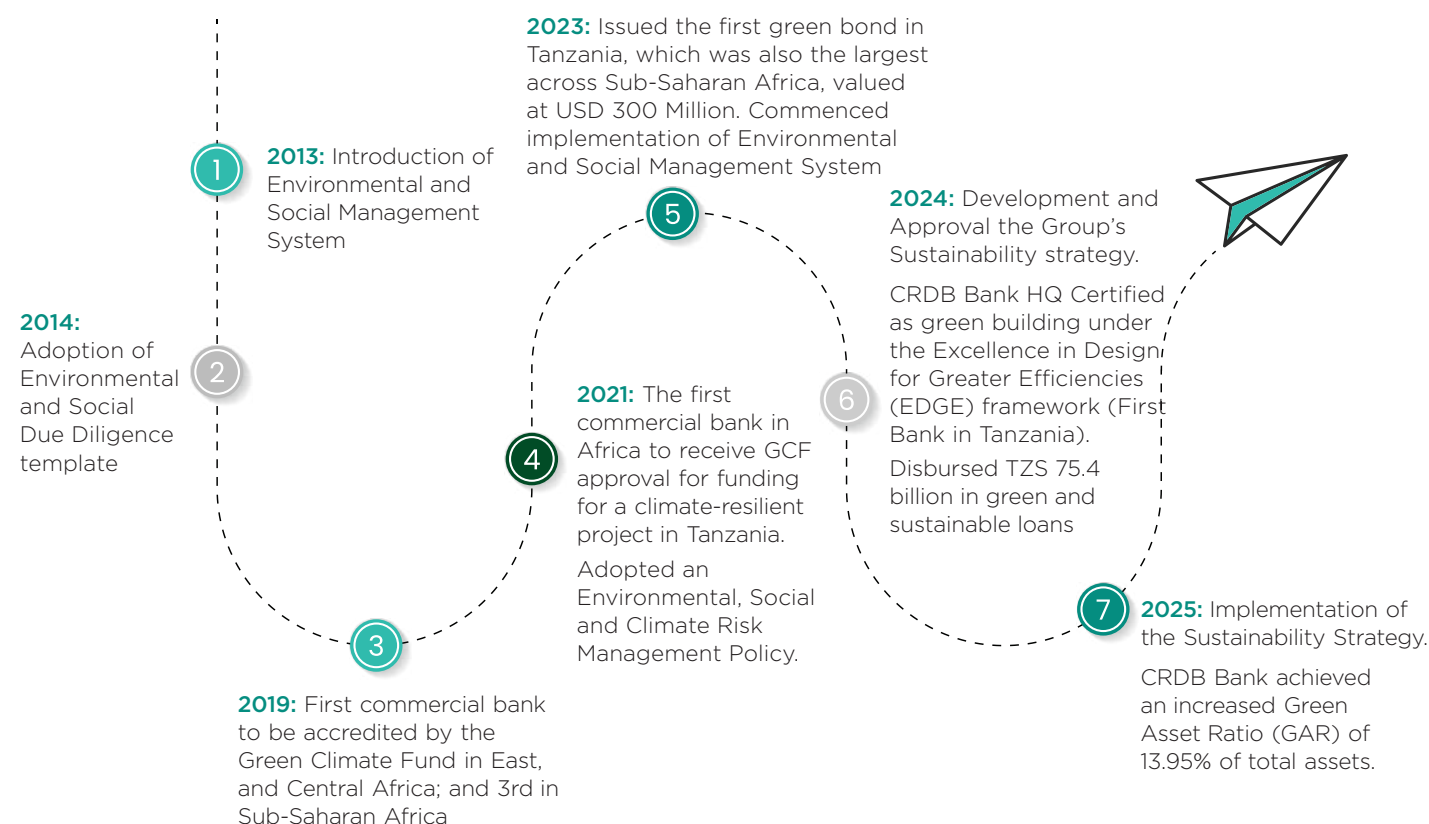
Our Sustainability Strategy and Material Priorities

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04

Our Sustainability Journey



Through this evolution, sustainability has progressed from a guiding philosophy to an integrated business discipline embedded across our strategy, operations, risk management, products, services, and regional subsidiaries.

This transition reflects the growing maturity of CRDB Bank Group's sustainability agenda and positions the Group to deliver greater impact while creating long-term value for our customers, communities, shareholders, employees, and the broader economy.

STRATEGIC FOUNDATION



People



Lead a Positive Social Impact



Planet



Drive the Transition to a Sustainable Economy



Prosperity



Foster Collaboration for Greater Impact



Profit



Embedded across all pillars through sustainable value creation

Sustainability Integration into Our Business

GROUP STRATEGY (MEDIUM TERM STRATEGY 2023 -2027)

EVOLVE Pillars	Ringfence the Business	Grow the Business	Future-proof the Business
Success Factors - Enhanced Customer Satisfaction - Enhanced Operational Efficiency - End-to-end process automation - Strengthened change management capabilities	- Deepened penetration in key segments: MSMEs, Agri, Women and Youth - Strengthened digital capabilities - High employee satisfaction	- Deepened penetration in key segments: MSMEs, Agri, Women and Youth - Strengthened digital capabilities - High employee satisfaction	- Digital Transformation - Solidified regional presence - Futuristic Risk Management Practices - Solidified Regional Presence

SUSTAINABILITY STRATEGY

Sustainability Pillars	Lead a Positive Social Impact	Drive Transition to a Sustainable Economy	Foster Collaborations for Greater Impact
	Contribute towards an inclusive and financially healthier society	Deliver financial solutions and advisory to individuals and companies in vulnerable sectors	Work with others to create more impact and achieve long term value
Areas of Focus	- Service Accessibility - Financial Inclusion and resilience - Financial Literacy - Entrepreneurship - Socially Responsible Investments	Sustainable Solutions Client Advisory Contribute to the transition to a low-carbon economy	- Partnerships for the Goals - Funding Opportunities - Diversified Investments - Regional Expansion

Our Sustainability Ambition and Strategy

Our sustainability philosophy builds on the foundation of our corporate purpose and mirrors our business approach of balancing growth with responsibility.

Our Sustainability Ambition: To leave a positive footprint wherever we go and in whatever we do.

Evolution of our sustainability strategy

Since the launch of our EVOLVE Strategy, CRDB Bank Group has been guided by the 4P Philosophy—People, Planet, Prosperity, and Profit—which provided the foundation for balancing sustainable development, stakeholder value creation, and long-term business growth. The 4Ps established a shared vision that sustainability and financial performance are mutually reinforcing and essential to delivering our purpose of improving livelihoods and creating lasting impact.

As our sustainability journey has matured, and as stakeholder expectations, regulatory requirements, and global reporting standards have evolved, we have strengthened this foundation through the development of a dedicated Sustainability Strategy. Rather than replacing the 4P Philosophy, the Sustainability Strategy translates its principles into a more focused and actionable framework for implementation, measurement, and accountability across the Group.

Our Sustainability Strategy is anchored on three strategic pillars: Leading a Positive Social Impact, Driving the Transition to a Sustainable Economy, and Fostering Collaboration for Greater Impact. Together, these pillars operationalize the ambitions embodied in the 4Ps by providing clear priorities, governance structures, performance targets, and measurable outcomes.

Stakeholder Engagement and Value Creation

	Employees	Suppliers & Business Partners	Investors / Shareholders	Government & Regulators	Customers	Communities
Key Priorities	Career growth and development, Compensation and benefit, Recognition and appreciation.	Responsible sourcing and supply chain; fair procurement services.	Transparent communication; financial performance, good governance, sustainability practices.	- Daily/Monthly/ Quarterly BOT reports - Group Audit Report (Annual) - Tax Returns (TRA) - Quarterly Performance Reports (DSE) - Insurance Returns (TIRA)	Quality of service, convenience and accessibility, transparency and fairness.	Community inclusion; capacity building; community-centred projects.
Modes of Engagement	Internal surveys; e-mail, phone calls, newsletters, memos and intranet; staff meetings and trainings; collective bargaining.	Correspondence through invoices, LPOs and memos; face-to-face meetings; ESG compliance trainings.	Annual sustainability and integrated reports; Annual General Meeting; investor briefings; newspaper notices.	Audits and risk assessments; annual integrated report and sustainability report submissions.	Customer surveys; relationship managers; digital channels; physical branches.	Surveys; social media; e-mail and website inquiries; community meetings; media briefings; branch meetings and services.
Key Insights	Employees value a positive workplace culture and professional development. (Satisfaction increased from 87% to 94%).	Local sourcing is encouraged because it provides stable revenue streams and supports local economic growth.	Market capitalisation increased from TZS 1.7 trillion in 2024 to TZS 3.9 trillion in 2025 making CRDB Bank one of the largest commercial banks in the country.	Effective stakeholder engagements create a wider stakeholder buy-in which translates to desired support.	Customers are increasingly demanding convenience, guaranteed data security and high digital reliability.	Community participation provides better engagement opportunities and creates a stronger sense of value.
Our Response	Invested TZS 431,464 Million in employees' benefit expenses during the 2025 FY	We have integrated a 15% ESG scoring criterion in tender evaluations.	Maintained transparent disclosure of performance, and robust risk management framework.	Ensured 100% compliance with all regulatory requirements, prioritised stakeholder needs and expectations.	Investment in robust cybersecurity architecture, proactive risk management and adoption of tech-enabled strategies.	Invested in a robust distribution network including Alternative Banking Channels (ABCs) to reach underserved segments of the population; invested in more impact-led initiatives under our CSI programs.
Value Created	Achieved 98% employee retention rate.	85% of total sourcing dedicated to local procurement.	Share price improved from TZS 670 to TZS 1,530. Earnings Per Share increased from TZS 211.2 to TZS 280.4 (32.8% growth).	The bank paid a total of TZS 681.4 Billion in taxes and levies during the 2025 FY.	Customer base grew from 6.4 million in 2024 to 7.2 million in 2025. NPS improved from 56% to 75%. CSAT score maintained at 90%.	TZS 2.7 billion invested in Corporate Social Investment.

Our Materiality

Determining the sustainability matters that shape long-term value, resilience and impact

CRDB Bank Group refreshed its materiality assessment in 2025 to ensure that its sustainability priorities remain aligned with the Group's strategy, stakeholder expectations, regulatory developments and the operating environment across Tanzania, Burundi and the Democratic Republic of Congo. The process was led by the Sustainable Finance Unit, working with relevant internal functions and business units, and was informed by structured engagement with employees, customers, suppliers, regulators, shareholders and other key partners.

The assessment applied a double materiality lens, considering both how sustainability-related matters affect the Group's financial performance, risk profile, resilience and enterprise value, and how the Group's activities affect people, the economy and the environment. This approach confirmed the continued importance of responsible banking, sustainable finance, financial inclusion, business ethics, data security, digital transformation, customer relationship management, employee welfare, operational resilience, systemic risk management, and SME and agricultural support for inclusive growth.

Impact Materiality

How CRDB Bank's activities affect people, the economy and the environment.

MATERIALITY TOPIC

Financial Materiality

How CRDB Bank's activities affect people, the economy and the environment.

The 2025 assessment also reflects the evolution of CRDB Bank Group's sustainability agenda from the 4P philosophy - People, Planet, Prosperity and Profit - into a more focused Sustainability Strategy anchored on three pillars: Lead Positive Social Impact; Drive the Transition to a Sustainable Economy; and Foster Collaborations for Greater Impact. The material topics therefore serve as a practical bridge between stakeholder priorities, sustainability governance, strategic execution and measurable impact.

Two topics were formally elevated in 2025: Transforming Agriculture Through Climate Adaptation and Tax Contributions. The first reflects the importance of agricultural resilience in a climate-exposed economy and the Group's role in financing practical adaptation solutions. The second reflects growing expectations from investors, regulators and civil society for transparent fiscal citizenship. Together with the continuing material topics, these priorities provide the basis for how the Group allocates resources, manages risk, engages stakeholders and reports progress.

1. Materiality Assessment

The 2025 assessment applies a double materiality lens. Financial materiality considers how sustainability-related risks and opportunities affect the Group's strategy, performance, access to capital, risk profile and prospects. Impact materiality considers how the Group's lending, operations, products, partnerships and value chain affect customers, employees, suppliers, communities, the economy and the environment. This approach ensures that the sustainability report is both decision-useful for capital providers and accountable to the stakeholders affected by the Group's activities.

2. 2025 Materiality Assessment Approach

During the 2025. FY, CRDB Bank Group refreshed its materiality assessment to align sustainability priorities with stakeholder expectations, regulatory developments, the operating environment and the Group's Sustainability Strategy. The process was led by the Sustainable Finance Unit, working with internal functions and business units. It was informed by structured stakeholder surveys and engagement with employees, customers, suppliers, regulators, shareholders and other key partners.

- 1 Context scan**
Review strategy, regulation, standards and operating context.
- 2 Stakeholder input**
Engage employees, customers, suppliers, regulations and investors
- 3 Double materiality**
Assess impact on people/environment and effect on enterprise value.
- 4 Prioritise topics**
Rank issues by significance, urgency and strategic relevance.
- 5 Integrate**
Embed into reporting, governance, resource allocation and KPIs.



3. Stakeholder evidence considered

The assessment drew from recurring stakeholder engagement channels, including surveys, relationship managers, digital platforms, branches, AGMs, investor briefings, reports, regulatory submissions, supplier interactions, community meetings, media briefings, internal communications and staff forums. The insights below were used to validate the relevance and urgency of material topics.

Stakeholder group	Priority issues raised	Evidence / value created in 2025
Employees	Career growth, compensation, recognition, culture and wellbeing.	Employee satisfaction increased from 87% to 94% ; retention reached 98%; employee benefits expenses were TZS 431.464 billion .
Suppliers and business partners	Responsible sourcing, fair procurement and ESG compliance.	93% of total sourcing was dedicated to local procurement; 15% ESG scoring criterion was integrated into tender evaluations.
Investors and shareholders	Transparent communication, financial performance, governance and sustainability practices.	Market capitalisation increased from TZS 1.7 trillion in 2024 to TZS 3.9 trillion in 2025; share price improved from TZS 670 to TZS 1,530.
Government and regulators	Compliance, reporting discipline and responsible fiscal contribution.	100% compliance with regulatory requirements was reported; taxes and levies paid totalled TZS 681.4 billion .
Customers	Service quality, convenience, accessibility, transparency, fairness and data security.	Customer base grew from 6.4 million in 2024 to 7.2 million in 2025; NPS improved from 56% to 75% ; CSAT was maintained at 90% .
Communities	Inclusion, capacity building and community-centred projects.	TZS 2.7 billion was invested in Corporate Social Investment programmes.



4. Time horizons for sustainability-related risks and opportunities

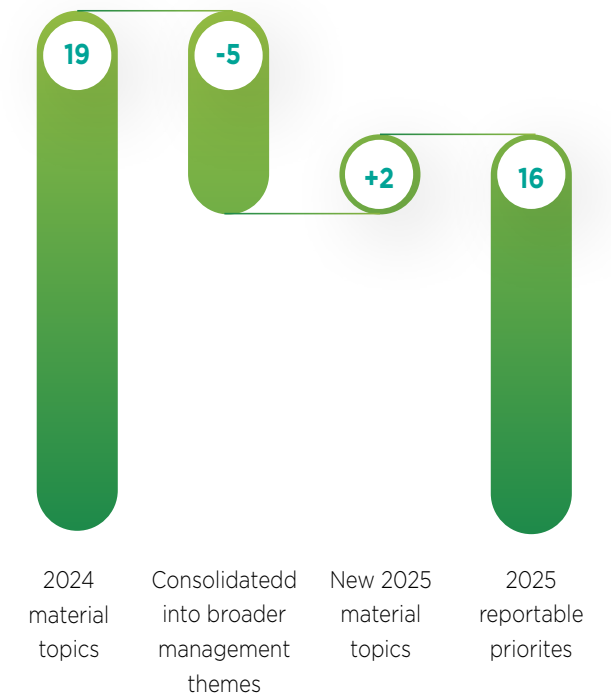
The Group's material matters were considered across short-, medium- and long-term horizons so that immediate operational priorities, market expectations and structural transition risks are reflected in management attention and resource allocation.

Short term: 1-3 years Operational and regulatory shifts Risks: extreme weather events may disrupt branch operations, data centres and customer access to banking services. Opportunities: expansion of green financial products and partnerships with development institutions to support climate adaptation projects.	Medium term: 3-7 years Market dynamics and stakeholder expectations Risks: shifting investor and customer preferences may influence reputation and capital access. Opportunities: investment in digital banking, fintech solutions and ESG-aligned lending frameworks to attract climate-conscious investors.	Long term: 7+ years Systemic shifts and strategic transformation Risks: the global low-carbon transition may require portfolio realignment away from carbon-intensive exposures. Opportunities: leadership in sustainable finance across East Africa, including renewable energy, carbon markets and alignment with international and national climate goals.
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5. Evolution of material topics: from 2024 to 2025

The 2025 assessment reflects a maturing sustainability agenda. In 2024, material topics were largely presented as discrete environmental, social and governance themes. However, during the 2025 FY, the Bank moved to a more integrated framework aligned to its three sustainability pillars: Lead Positive Social Impact; Drive the Transition to a Sustainable Economy; and Foster Collaborations for Greater Impact. This did not replace the 4P philosophy of People, Planet, Prosperity and Profit; rather it translated it into a clearer execution framework with defined priorities, governance structures, performance targets and measurable outcomes.

Evolution of CRDB Bank material topics: 2024-2025



The waterfall shows the disclosed evolution at topic-list level: 19 material topics disclosed in 2024; five net reductions arising from consolidation and reframing of overlapping subjects; two newly identified material topics in 2025; and 16 reportable priorities in 2025. The new topics formally identified in the report are Transforming Agriculture Through Climate Adaptation and Tax Contributions.

2024 topic set	2025 evolution / treatment	2025 reportable priority
Sustainable Finance	Retained as a strategic material theme and embedded across climate, agriculture and inclusive growth priorities.	Sustainable finance / climate-resilient and inclusive financing
Responsible Procurement	Retained with stronger supplier ESG expectations.	Responsible Procurement
Energy Efficiency, Water Management, Waste Management	Consolidated into one broader resource management priority.	Sustainable Solutions and Resource Efficiency
Managing Operational Footprint	Expanded to include financed emissions.	Operational Footprint and Financed Emissions
Strategic Partnerships	Reframed to emphasise development finance and strategic impact.	Partnerships for Strategic Development
Data Privacy & Cybersecurity	Reframed under a broader data protection and resilience lens.	Data Security
Employee Wellbeing, Employee Engagement, Training & Education, Talent Management, DEI	Consolidated into a single people and culture priority.	Our People and Culture
Financial Inclusion	Expanded to include capacity building.	Financial Inclusion and Capacity Building
SME/Agri Support	Retained and sharpened around inclusive growth.	SME/Agriculture Support for Inclusive Growth
Community Welfare	Reframed to focus on stakeholder and community relations.	Community Relations
Business Ethics	Retained as a core governance priority.	Business Ethics
New topic identified in 2025	Introduced due to climate exposure in the agricultural lending portfolio and the Bank's market leadership in climate-resilient agriculture financing.	Transforming Agriculture Through Climate Adaptation
New topic identified in 2025	Introduced due to growing stakeholder expectations for transparent tax reporting and fiscal citizenship.	Tax Contributions



6. 2025 material priorities aligned to the Sustainability Strategy

The material topics have been grouped under the three sustainability pillars to support clearer ownership, reporting and execution. Cross-cutting risk themes shown in the materiality matrix, including operational resilience, product quality and safety, systemic risk management and ESG factors in credit analysis, are treated as enabling controls across these priorities. The grouping below is designed to make the materiality results actionable for strategy, risk management, business planning, stakeholder engagement and performance reporting.

2025 material priority	Why it is material	Management response	Primary pillar
Transforming Agriculture Through Climate Adaptation	Agriculture is highly exposed to physical climate risk, affecting farmer resilience, repayment capacity and food security.	Scale climate-adaptation financing, technology deployment and farmer support programmes.	Drive Transition to a Sustainable Economy
Climate and Low Carbon Economy	Climate transition and physical risks influence credit quality, portfolio resilience and long-term competitiveness.	Support green sectors, integrate climate risk into decision-making and align with climate goals.	Drive Transition to a Sustainable Economy
Sustainable Solutions and Resource Efficiency	Efficient use of energy, water, materials and waste management reduces operational impact and supports cost discipline.	Promote energy efficiency, water stewardship, responsible waste management and sustainable solutions.	Drive Transition to a Sustainable Economy
Operational Footprint and Financed Emissions	Operational emissions and financed emissions are central to credible climate disclosure and portfolio risk management.	Improve emissions measurement and use insights to guide customer engagement and low-carbon financing.	Drive Transition to a Sustainable Economy
SME/Agriculture Support for Inclusive Growth	MSMEs and agriculture are central to livelihoods, employment and inclusive economic development.	Expand finance, guarantees, advisory and capacity-building for SMEs, farmers, women and youth.	Lead Positive Social Impact
Financial Inclusion and Capacity Building	Inclusive access to finance supports dignity, productivity and economic participation.	Use branches, agents, digital channels and literacy programmes to reach underserved segments.	Lead Positive Social Impact
Digital Transformation	Digital channels shape access, convenience, cost efficiency and lower-carbon service delivery.	Invest in digital banking, fintech capabilities, customer journeys and responsible technology adoption.	Lead Positive Social Impact
Customer Relationship Management	Trust, service quality, fairness and responsiveness are central to customer value creation.	Use NPS, customer surveys, relationship management and issue resolution to improve experience.	Lead Positive Social Impact
Our People and Culture	Employee capability, wellbeing, engagement and diversity determine execution capacity and service quality.	Invest in learning, leadership, wellbeing, inclusion and performance culture.	Lead Positive Social Impact
Community Relations	Community engagement strengthens social licence, inclusion and development impact.	Invest in community-centred programmes, CSI and stakeholder engagement.	Lead Positive Social Impact
Business Ethics	Integrity, anti-corruption, transparency and responsible conduct protect trust and licence to operate.	Strengthen policies, controls, governance oversight and ethical decision-making.	Responsible Governance and Ethical Business
Data Security	Secure data and reliable systems protect customers, reputation, regulatory compliance and digital trust.	Maintain robust cybersecurity architecture, proactive risk management and technology-enabled controls.	Responsible Governance and Ethical Business

2025 material priority	Why it is material	Management response	Primary pillar
Tax Contributions	Fiscal transparency demonstrates responsible corporate citizenship and supports public revenues.	Report tax contributions and continue disciplined compliance with tax and regulatory obligations.	Responsible Governance and Ethical Business
Responsible Procurement	Supplier practices affect local economic value, ESG risk and value-chain integrity.	Apply ESG criteria in procurement and support local sourcing.	Foster Collaborations for Greater Impact
Partnerships for Strategic Development	Partnerships expand capital, technical capability and systemic impact.	Mobilise development finance and collaborate with institutions that support sustainable outcomes.	Foster Collaborations for Greater Impact

7. Applying the double materiality lens to priority areas

The table below clarifies how the material topics create impact outside the Bank and how they affect the Group's enterprise value. It also helps link the topics to governance, strategy, risk management and performance measurement.

Topic Cluster	Impact Materiality (Impact on Economy, Society & Environment)	Financial Materiality (Impact on the Group's Performance, Position & Growth)	Indicative Financial Evidence (2025)
Climate, Agriculture and Financed Emissions	Financing agriculture supports livelihoods, food security and climate resilience. Financed emissions and environmental impacts arise through lending activities and investment portfolios.	Climate risks may affect borrowers' repayment capacity, credit quality, collateral values and regulatory compliance costs. Green financing creates growth opportunities.	Loan portfolio reached TZS 13.7 trillion with NPL stood at 2.9% less than minimum regulatory threshold of 5%; Green Asset Ratio reported at 13% of portfolio.
Financial Inclusion, SMEs and Digital Transformation	Expands access to finance for underserved populations, women, youth and SMEs, contributing to economic empowerment and financial inclusion.	Drives customer acquisition, deposit growth, transaction revenue and market expansion while lowering service delivery costs through digital channels.	Customer base reached 7.2 million; customer deposits grew to TZS 14.9 trillion; 98% of transaction volumes occurred through alternative channels. CRDB's iMbeju programme reached over 500,000 women and youth.
Customers, Data Security and Operational Resilience	Protects customer privacy, trust and uninterrupted access to financial services. Strong resilience supports economic stability.	Cybersecurity failures, system outages or data breaches may result in financial losses, regulatory penalties, reputational damage and customer attrition.	Migration to the Temenos T24 core banking system strengthened service continuity and innovation. Operating income reached TZS 1.88 trillion, highlighting dependence on reliable digital infrastructure.
People, Culture and Community Relations	Employee wellbeing, skills development, diversity and community investment contribute to social development, employee satisfaction and inclusive growth.	Strong talent retention and workforce capability improve productivity, customer service and execution of strategy. Poor people management increases operational and reputational risks.	Workforce expanded to approximately 4,528 employees. Staff costs amounted to TZS 424.7 billion, reflecting the significance of human capital to business performance.

Topic Cluster	Impact Materiality (Impact on Economy, Society & Environment)	Financial Materiality (Impact on the Group's Performance, Position & Growth)	Indicative Financial Evidence (2025)
Business Ethics, Tax and Responsible Procurement	Promotes transparency, fair business conduct, anti-corruption practices and responsible supply-chain management.	Ethical failures may lead to fines, litigation, regulatory sanctions and erosion of stakeholder confidence. Strong governance supports sustainable profitability.	As the Bank generated Profit Before Tax of TZS 1.03 trillion in 2025, effective governance and compliance remained essential to safeguarding enterprise value and sustaining long-term growth.
Strategic Partnerships	Partnerships support financial inclusion, innovation, sustainable finance and economic development within Tanzania and the region.	Strategic alliances strengthen market access, funding opportunities, product development and regional expansion.	In 2025, CRDB Bank strengthened development finance partnerships to mobilise concessional and blended funding for sustainability, inclusion and economic growth. By 31 December 2025, partnerships totalled TZS 1,940,051 million, supporting SMEs, women, youth entrepreneurs and climate initiatives while advancing jobs, resilience, shared value and long-term sustainable growth.

8. How the materiality results will be used

Strategy: direct capital, innovation and partnerships towards issues with the highest relevance to sustainable value creation.

Risk management: improve identification, assessment and monitoring of climate, social, conduct, cyber, operational and value-chain risks.

Business planning: translate material topics into business-unit priorities, targets, initiatives and investment decisions.

Business planning: translate material topics into business-unit priorities, targets, initiatives and investment decisions.

Reporting: strengthen disclosure quality by linking narrative, metrics, methodologies, targets and year-on-year performance.



Environmental Stewardship and Climate Action

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05





Financing Resilience While Reducing Our Environmental Footprint

Environmental sustainability is no longer a peripheral consideration for financial institutions; it is now central to resilience, competitiveness and long-term value creation.

For CRDB Bank Group, the environmental pillar of our ESG agenda reflects a practical conviction: the transition to a climate-resilient and low-carbon economy will only be credible if finance reaches the people, sectors and systems most exposed to environmental change. In Tanzania and the wider region, climate risk is already reshaping agriculture, infrastructure, energy, transport, household livelihoods and the cost of doing business. Droughts, floods, water stress, shifting rainfall patterns and rising transition expectations have direct implications for the customers we serve and the portfolio we manage.

The 2025 materiality assessment therefore confirmed that our environmental priorities must sit at the intersection of climate action, inclusive growth and responsible risk management. The topics covered in this chapter represent the areas where the Group can have the greatest environmental and economic impact. They also reflect where sustainability-related risks and opportunities are most likely to influence our strategy, performance, resilience and prospects.

Our approach begins with the sectors that matter most to livelihoods. Agriculture remains a backbone of Tanzania's economy and a major source of income for smallholder farmers, women, youth and rural enterprises. It is also one of the sectors most vulnerable to climate variability. Through climate adaptation finance, risk-sharing mechanisms, weather-index insurance development, farmer training and green value-chain finance, we are helping customers move from exposure to resilience. The Tanzania Agriculture Climate Adaptation Technology Deployment Programme has become a flagship example of how concessional climate finance can support food security, improve productivity, lower climate vulnerability and expand access to finance for farmers who are often considered too risky by traditional lending models.

At the same time, the Group recognises that supporting a low-carbon economy requires capital deployment at scale. Our green bond programme, green lending products and sustainable finance pipeline are designed to channel funding into eligible activities such as climate-smart agriculture, renewable energy, energy efficiency, clean transport, waste management and green buildings. These investments help customers reduce emissions, use resources more efficiently, improve resilience and access new markets. They also strengthen CRDB Bank's position as a catalyst for sustainable finance in East and Central Africa.

We are also applying the same discipline to our own operations. Operational footprint management is a credibility test for any institution that finances sustainability. In 2025, we continued to strengthen energy efficiency, waste management, water stewardship, solar deployment, digitalisation and green-building initiatives across the Group. Our Head Office's EDGE certification provides a clear platform for deeper operational decarbonisation, while our emissions reporting under the GHG Protocol gives us a more transparent baseline for action.

The environmental pillar is therefore not a standalone chapter about projects. It is a story about how CRDB Bank is embedding climate and environmental considerations into governance, credit, products, partnerships, operations and performance management. By combining finance, data, risk management and human-centred delivery, we are supporting customers to adapt, helping sectors to transition and building a more resilient balance sheet. This is how environmental stewardship becomes business strategy - and how responsible banking contributes to sustainable impact.

Ramla Msuya
Head of Sustainability Programs



Transforming Agriculture Through Climate Adaptation



Financing Climate-Resilient Agriculture from the Ground Up

Tanzanian agriculture sits at the frontline of climate change. Unpredictable rainfall, prolonged droughts, floods, pest outbreaks and water stress affect yields, household income, food security and the credit quality of agriculture-linked portfolios. CRDB Bank Group's response is to finance adaptation, reduce the perceived risk of agricultural lending and support farmers to adopt technologies and practices that improve resilience



USD 200m

Climate adaptation facility
GCF and CRDB co-financed programme



TZS 107bn

Adaptation finance disbursed
Climate adaptation technologies across 26 regions



600,000+

Beneficiaries reached
Direct and indirect beneficiaries supported



4,304

Guaranteed farmers
Portfolio insured/guaranteed worth TZS 15.8bn

The Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP) is the flagship platform for this agenda. Under the programme, CRDB Bank Group supports adoption of climate-adaptation technologies such as irrigation

systems, greenhouses, improved storage and other climate-smart farming solutions. The programme also supports credit lines, guarantees, policy interventions, farmer and branch capacity building, and development of weather-index crop insurance.

As of December 2025, the programme had reached 10,200 farmers across 26 regions in Tanzania and Zanzibar, supporting access to technologies such as greenhouses, solar irrigation pumps and improved storage. In parallel, 213 CRDB Bank branches were trained in climate-risk screening and green finance, strengthening the Bank's ability to originate and monitor climate-informed agriculture finance closer to where farmers operate.

At zone level, the national climate finance translated into local outcomes. In the Central Zone, financing to the National Food

Reserve Agency strengthened grain aggregation and storage systems, helping stabilise markets and improve offtake reliability for farmers. In the Highland Zone, uptake of climate-smart agriculture technologies such as irrigation and improved agronomy contributed to maize yields increasing from about 9 bags to 15 bags per acre. In Dar es Salaam, investments in agro-processing and storage improved value addition, market linkages and food distribution reliability.



During the 2025 FY, TACATDP also strengthened the underlying climate finance ecosystem. Component 2 operationalised USD 3.95 million for activities such as climate-risk integration in CRDB lending, customer capacity building, climate and ESG risk integration in extension services, parametric insurance readiness, legal and financial technical assistance, national climate strategy implementation support, agriculture adaptation data systems,

climate information services and financial-sector climate-risk integration. These activities matter because adaptation finance cannot scale through lending alone; it requires data, institutions, regulation, insurance markets and local delivery capacity.

System-building focus area	2025 progress / purpose
Climate risk integration in lending	Developed climate screening capability to support preven-tive and climate-informed credit decisions.
Customer and extension-service capacity	Strengthened evidence-based targeting of resilient crops, value chains and farming practices.
Weather-index insurance readiness	Advanced the design of protection mechanisms for farmers exposed to drought and excess rainfall.
Climate data and policy systems	Supported routine adaptation data, climate information services and national climate-responsive governance.

Human-centred lens

The climate adaptation agenda is ultimately measured in farmer resilience - improved yields, reduced loss exposure, timely access to finance, stronger market linkages and better household security.

Climate and Low Carbon Economy



Financing Tanzania's Low-Carbon Transition

The transition to a low-carbon economy requires more than ambition. It requires long-term capital, credible project evaluation, disciplined governance and financing products that can respond to the real needs of businesses, households and productive sectors. For CRDB Bank Group, sustainable finance is, therefore, both a risk-management imperative and a growth opportunity. It enables the Bank to support customers as they adapt to climate-related risks, invest in cleaner technologies and participate in emerging green value chains.

During the 2025 FY, the Group continued to channel capital towards sectors that are central to Tanzania's low-carbon and climate-resilient development pathway, including renewable energy,

green buildings, climate-smart agriculture, clean transport, water management, energy efficiency and circular-economy solutions.

Indicator	Performance	Strategic relevance
Green Bond deployment	TZS 171 billion	Raised funds deployed to eligible sustainable projects
2025 allocation	TZS 99.76 billion	Allocated to eligible green projects during the reporting period
Green portfolio	TZS 2.9 trillion	Total environmentally sustainable portfolio
Green Asset Ratio	13.95%	Reported performance as at 31 December 2025

The Kijani Green Bond remains a central instrument in the Group's low-carbon transition agenda. Issued under the Green, Social and Sustainability Bond Framework, the bond links investor capital to eligible assets that deliver environmental value while supporting productive economic activity.

Eligible categories include sustainable agriculture, renewable energy, energy efficiency, clean transportation, green buildings and water management.

Project eligibility is governed through the Sustainability Bond Working Committee, which brings together expertise from sustainability, treasury, corporate banking, credit, SME and emerging corporate banking, MSE, agribusiness and legal services. This cross-functional governance structure ensures that projects are assessed not only for financial viability, but also for alignment with the Group's sustainability criteria. All credit approvals remain subject to applicable credit policies and delegated authorities.

Eligible project category	2025 narrative and contribution
Sustainable agriculture and land use	Supports climate-smart agriculture, organic value chains, working capital for cooperatives and timely farmer payments.
Renewable energy	Supports solar generation, solar home systems, off-grid energy access and clean energy solutions for tourism, SMEs and households.
Clean transportation	Supports CNG public transport and electric three-wheeler mobility, helping reduce fuel costs and transport-related emissions.
Energy efficiency and circular economy	Supports recycling equipment, cold-chain efficiency and resource productivity across business operations.
Green buildings	Supports efficient buildings and strengthens the Group's broader low-carbon infrastructure ambitions.

Low-Carbon Economy in Practice

The Green Bond is not only a treasury instrument but also a practical financing channel that connects investor appetite for sustainable assets with customer transition needs and measurable environmental outcomes. Through this platform, CRDB Bank is helping to demonstrate that green finance can be commercially viable, risk-conscious and developmentally relevant.

The Group also tracks the Green Asset Ratio as a directional measure of how much of its balance sheet supports environmentally sustainable activities. During the year under review, the Bank's green portfolio stood at TZS 2.9 trillion and a Green Asset Ratio of 13.95% as at 31 December 2025, compared with 8% in 2024. This progress reflects growing integration of

sustainability considerations into business origination, portfolio monitoring and product development.

Outlook

Looking ahead, the Bank has set a clear pathway for increasing green assets to 15% by 2030 and 30% by 2050. Delivery of this ambition will require continued investment in eligible green sectors, stronger client engagement, improved climate-data quality and progressive enhancement of financed-emissions measurement. By combining capital mobilisation, disciplined project evaluation and targeted green products, CRDB Bank is positioning sustainable finance as a core lever for long-term resilience, responsible growth and Tanzania's transition to a low-carbon economy.



Kijani in Action: Turning Green Capital into Real-Economy Impact

CRDB Bank's Kijani Green Bond is more than a financing instrument. It is a practical bridge between investor capital and the real economy, directing long-term funds into projects that support Tanzania's low-carbon transition, improve resource efficiency, strengthen climate resilience and expand access to cleaner technologies.

Issued under the Bank's Green, Social and Sustainability Bond Framework, and aligned with ICMA principles, the Kijani Green Bond channels capital into eligible green assets across climate-smart agriculture, renewable energy, energy efficiency, clean

transportation, green buildings and water management. During the year, the Bank continued to demonstrate that sustainable finance can be commercially disciplined, environmentally meaningful and developmentally relevant.

By the end of the reporting period, CRDB Bank had deployed TZS 171 billion raised through the Green Bond to finance eligible projects in climate-smart agriculture, renewable energy, energy efficiency, clean transportation and green buildings. TZS 99.76 billion was allocated to eligible green projects. Cumulative allocations of TZS 169.05 billion were recorded, with an additional TZS 6.18 billion reserved for green building initiatives awaiting certification and expected to be utilised in FY 2026.

Eligible project category	Project sub-category	Eligible projects	Allocation type	Amount allocated
Sustainable management of living natural resources	Sustainable agriculture	8	Refinanced	TZS 68.8 billion
Sustainable management of living natural resources	Sustainable agriculture	5	New disbursed	TZS 80.6 billion
Renewable energy	Renewable energy	10	New disbursed	TZS 14.7 billion
Clean transportation	Clean transportation	3	New disbursed	TZS 3.2 billion
Energy efficiency	Energy efficiency	6	New disbursed	TZS 1.7 billion
Green building	Green building	4	New disbursed	TZS 6.0 billion
Total				TZS 169.05 billion

This allocation demonstrates the breadth of the Kijani portfolio to the extent that agriculture accounted for the largest share, while renewable energy, clean transport, energy efficiency and green buildings broadened the Bank's low-carbon project pipeline.

The strength of the Kijani Bond lies not only in the amount deployed, but in the quality and diversity of projects financed.

Each eligible project category responds to a practical transition need: farmers require climate-smart production systems; households and businesses need clean energy; cities need lower-emission transport; industries need resource efficiency; and buildings must become more energy and water efficient.



Kijani Green Bond Allocation at a Glance

Allocation area	Eligible projects financed	Environmental and development value
Climate-smart agriculture 	Sustainable farming practices and agriculture-linked green activities	Supports resilient production, improved productivity and environmentally responsible agriculture.
Renewable energy 	Solar energy access and improved cookstove deployment	Expands clean energy access, reduces dependence on firewood and charcoal, and supports lower-emission household and business energy use.
Energy efficiency and circular economy 	Plastic recycling infrastructure, cold-chain efficiency and resource optimisation	Improves resource productivity, diverts waste from disposal, reduces unmanaged plastic waste and supports circular-economy development.
Clean transportation 	CNG public transport systems and electric three-wheeler mobility	Supports lower-emission urban mobility, reduces fuel costs, improves air quality and supports cleaner transport adoption.
Green buildings 	Eligible green building initiatives, including projects awaiting certification	Supports efficient, low-carbon infrastructure and strengthens the market for certified green buildings.
Water management 	Eligible water-management activities under the GSSB Framework	Supports efficient water use and sustainable resource management.

Financing Resilience from the Farm Up

Agriculture is both a critical economic sector and one of the most climate-exposed parts of the economy. Through the Kijani Green Bond, CRDB Bank supported sustainable farming practices and agriculture-linked green activities that help strengthen productivity, resilience and long-term food security.

This allocation complements the Bank's wider climate-adaptation agenda by helping move agriculture finance beyond traditional lending into solutions that support more sustainable production systems. The strategic value is that when farmers and

agribusinesses become more resilient, livelihoods are protected, food systems are strengthened and credit risk is better managed.

The agriculture allocation supported certified organic coffee value chains through working capital for aggregation, procurement, certification compliance and timely payments to cooperatives. Financing enabled procurement of more than 57,123.7 tonnes of certified organic coffee from over 35,956 smallholder farmers, most of whom operate on less than five acres. Reported productivity increased from 1,435 tonnes in the 2023/2024 season to 2,834.68 tonnes in the 2025/2026 season, while farmer payment timelines

improved from delays of 6-8 months to payment within 24 hours.

The environmental value lies in the wider adoption of organic manure, mulching, natural pest control, soil-moisture conservation and reduced use of synthetic agrochemicals. These practices improve soil health, protect water sources and strengthen long-term climate resilience, while premium organic markets supported by ECOCERT Organic, Rainforest Alliance and Fairtrade certification improve income predictability for smallholder farmers.

Expanding Access to Cleaner Power

Away from Agriculture, the Kijani Bond proceeds supported renewable energy solutions, including solar energy access and clean cooking interventions. Improved cookstove deployment under the renewable energy portfolio supported the installation of 38,018 improved cookstoves for rural households.

This intervention reduces household dependence on firewood and charcoal, lowers fuel consumption, reduces indoor air pollution and decreases pressure on forests. It also has a strong gender and livelihood dimension. Women benefit from reduced time spent collecting firewood, creating more opportunity for income-generating activities, education and family care.

Utility-scale solar financing supported development of a grid-connected solar power plant with an initial installed capacity of 5 MW under Phase I. The project is expected to generate approximately 13,863 MWh annually and supply clean electricity to the national grid under a long-term power purchase agreement.

The renewable energy portfolio also supported 6,822 standalone solar home systems across districts including Muleba, Musoma, Bunda, Rorya, Kibiti, Mtwara and Nkasi. These systems are expected to generate more than 879.94 MWh per year and avoid approximately 378.37 tonnes of GHG emissions annually, while improving lighting, phone charging, children's evening study time and small-business productivity in off-grid communities.

In the tourism sector, solar-powered systems in remote off-grid conservation areas replaced diesel-generator dependency. The installed systems are expected to generate approximately 343.46 MWh per year and include solar water heaters with combined hot-water capacity of 4,300 litres and a 10,000-litre water supply tank, supporting low-carbon hospitality infrastructure and biodiversity-sensitive operations.

Turning Waste into Value

The Green Bond also financed energy-efficiency and circular-economy projects, including plastic recycling infrastructure, cold-chain efficiency and broader resource-optimisation initiatives.

The project also created social value. Employment increased from **40 to 60 workers** after installation of the new machine, with women representing the majority of the workforce in washing and sorting operations.



A notable project involved financing a high-efficiency plastic recycling machine, which created an additional 1,260 tonnes of annual plastic recycling capacity. The machine operates continuously under a shift system and processes approximately 3.5 tonnes of plastic per day, or about 105 tonnes per month. Within the first eight months of operation, approximately 840 tonnes of plastic waste were processed that would otherwise have remained stockpiled.

With both new and existing recycling lines operational, total processing capacity increased from 80 tonnes per month to 240–260 tonnes per month, translating into annual recycling capacity of approximately 3,120 tonnes. The recycled materials are converted into useful products, including water pipes, oil containers, plastic chairs, hospital waste bags, tarpaulins, packaging materials and construction boards.

The project also created social value. Employment increased from 40 to 60 workers after installation of the new machine, with women representing the majority of the workforce in washing and sorting operations.

Reducing Losses in Food Systems

Kijani Bond financing also supported cold-chain and ice production infrastructure. The financed client expanded operations by acquiring a new block ice-making machine with production capacity of 210 ice blocks per day, each weighing 50 kilogrammes. This was in addition to an existing blast freezer producing 150 ice blocks every three hours.

The investment improved ice availability in Zanzibar's fish market, helping address supply shortages for fishers, hotels, food vendors and traders. By strengthening cold storage and ice availability, the project contributes to reduced post-harvest losses, improved food safety and stronger market reliability. Planned solar integration is expected to further improve energy resilience, reduce operating costs and lower emissions.

The cold-chain investment is particularly important for fisheries and hospitality value chains because reliable ice supply reduces spoilage, improves product quality and strengthens market reliability for fishers, traders, hotels and food vendors. The planned solar integration is expected to further improve energy resilience, reduce operating costs and lower emissions associated with ice production.

Supporting Low-Carbon Urban Mobility

Clean transportation is a critical part of the low-carbon transition, especially in fast-growing urban centres. Through the Kijani Green Bond, CRDB Bank supported both compressed natural gas public transport systems and electric three-wheeler mobility solutions.

Financing supported low-emission public transport operations along a major Bus Rapid Transit corridor serving urban commuters. The system serves approximately 75,000 passengers daily, including around 12,000 students, while reducing travel time from up to two hours to approximately 30 minutes along major commuting routes. Affordable fares also help reduce daily commuter costs, improving access for low- and middle-income households.

Compared with conventional diesel buses, CNG buses reduce fuel costs, lower greenhouse gas emissions and improve urban air quality. The project also generated more than 400 direct jobs across operations, passenger services, technical functions and administration.

The Green Bond also supported the deployment of eight electric three-wheelers for urban transport services. Together, these vehicles travelled 95,909 kilometres and avoided approximately 22.15 tonnes of CO₂ emissions compared with petrol equivalents. Drivers achieved fuel savings of TZS 28.8 million, directly improving livelihoods while supporting cleaner urban transport.

Financing the Next Generation of Efficient Infrastructure

Green buildings are central to lowering emissions from infrastructure and improving long-term resource efficiency. Under the Kijani Bond allocation, CRDB Bank reserved TZS 6.18 billion for green building initiatives currently awaiting certification and expected to be utilised in FY 2026.

This reflects the Bank's intention to support projects that meet recognised environmental performance standards and contribute to lower energy use, improved water efficiency and reduced embodied carbon. It also supports the broader development of a green building finance market, where developers, businesses and institutions can access capital for more efficient infrastructure.

Drivers achieved fuel savings of **TZS 28.8 million**, directly improving livelihoods while supporting cleaner urban transport.



Disciplined Allocation, Credible Oversight

The integrity of Kijani Bond allocation is supported by a dedicated Sustainability Bond Working Committee. The Committee brings together representatives from the Sustainable Finance Unit, Treasury, Corporate Banking, Corporate Credit Underwriting, SME and Emerging Corporate Banking, MSE, Agribusiness and Legal Services.

The Committee is responsible for assessing whether loan applications qualify for financing through Green, Social and Sustainability Bond proceeds, based on defined sustainability criteria. All credit appraisal and approval remain subject to the Bank's applicable Credit Policy and delegated authorities.

This governance structure ensures that eligible projects are assessed through both a sustainability lens and a credit-risk lens. It protects the credibility of the bond, strengthens investor confidence and ensures that the proceeds are directed to projects with clear environmental value and sound commercial foundations.

Why Kijani Matters

The Kijani Green Bond shows how capital markets can accelerate sustainable development when proceeds are traceable, governance is credible and projects are connected to real economic needs. Its impact can be seen in farms becoming more resilient, households accessing cleaner energy, plastic waste being converted into productive materials, fish markets improving cold-chain reliability, commuters using lower-emission transport and the green building market gaining momentum.

For CRDB Bank, Kijani is a practical expression of sustainable finance in action. It demonstrates that the transition to a low-carbon economy is not abstract. It is built through bankable projects, disciplined allocation, measurable outcomes and financing that reaches the sectors and communities where climate action matters most.

Sustainable Solutions and Resource Efficiency

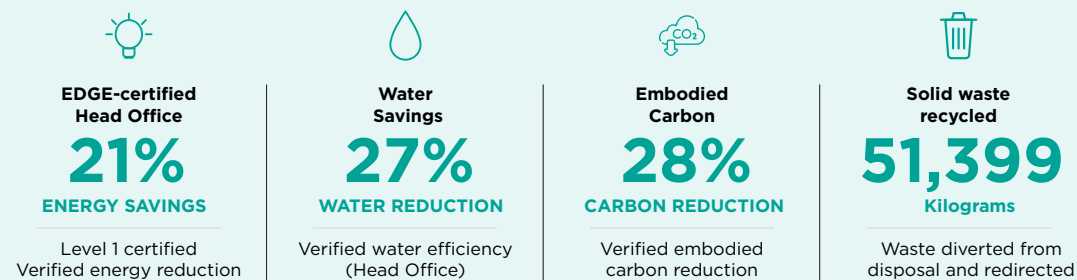


Reducing Our Operational Footprint Through Everyday Efficiency

Resource efficiency is both an environmental responsibility and a business discipline. As a financial institution supporting Tanzania's transition to a greener economy, CRDB Bank recognises that credibility begins with its own operations. The Bank cannot meaningfully finance sustainable growth without also reducing waste, lowering energy consumption, improving water stewardship and embedding responsible procurement and operational practices across its own footprint.

During the 2025 FY, the Group continued to pursue a dual approach by expanding green financing solutions for customers, while strengthening internal initiatives that reduce the environmental impact of its operations. This approach reflects a simple principle: sustainability must be visible not only in the products we offer, but also in how we run our business every day.

2025 Resource Efficiency Highlights



The Group's Head Office remains a strong example of practical environmental leadership. As an EDGE-certified building, it demonstrates that greener infrastructure can deliver measurable efficiency gains, including lower energy demand, reduced water consumption and lower embodied carbon. These improvements support the Bank's broader ambition to align its facilities, procurement and operations with a low-carbon future.

Beyond the Head Office, the Bank continued to invest in practical solutions that reduce resource intensity across its network. These include hybrid solar ATMs, energy-efficient cooling systems, power

factor correction, water-efficiency planning, recycling partnerships and clean cooking solutions.

The bank also targeted clean-energy support to reduce deforestation pressure and improve household health, including the provision of 100 gas cylinders to women food vendors and a gas stove to Yombo Vituka Primary School. These interventions complement the Bank's clean-cooking financing solutions by reducing dependence on firewood and charcoal in everyday community settings.

Resource-efficiency solution	2025 progress and environmental value
Hybrid solar ATMs and branches	43 of 243 off-site ATMs equipped with hybrid solar, with further solar-powered ATMs and regional branch upgrades planned.
Energy-efficient cooling	Phased replacement of traditional air-conditioning units with inverter systems to reduce electricity demand and improve operational efficiency.
Power factor correction	Head Office monthly electricity charges reduced from approximately TZS 20 million to TZS 11-12 million, demonstrating the financial value of energy efficiency.
Water stewardship	Planning for Head Office water filtration to reduce reliance on municipal supply and potentially free up 60,000 litres daily for the surrounding community.
Waste and circular economy	Recycling partnership supported diversion of paper, cardboard, plastics, glass, cans, tins and food waste into productive use.
Clean cooking	Supported adoption of clean cooking through gas cylinders, cookstoves and related financing solutions that reduce dependence on firewood and charcoal.

Advancing Waste Management Practices

The Bank's waste-management efforts show how small operational choices can add up to meaningful environmental outcomes. During the 2025 FY, recycled waste included paper, cardboard, plastics, glass, food waste and other materials such as nylon, cans and tins. These materials were not treated simply as waste for disposal, but as inputs for new productive uses.

Cardboard and white paper were processed into items such as toilet paper rolls and brown envelopes. Glass was redirected into the production of new bottles. Plastics were converted into flakes

for industrial use, while cans and tins were supplied for metal products. Food waste was also redirected into productive use, reinforcing a circular-economy approach that seeks to extract value from materials for as long as possible.

This matters because operational sustainability is often built through consistent, practical improvements rather than one-off interventions. Each solar-powered ATM, efficient cooling unit, recycled kilogram of waste and litre of water saved contributes to a larger shift in how the Bank manages its footprint.



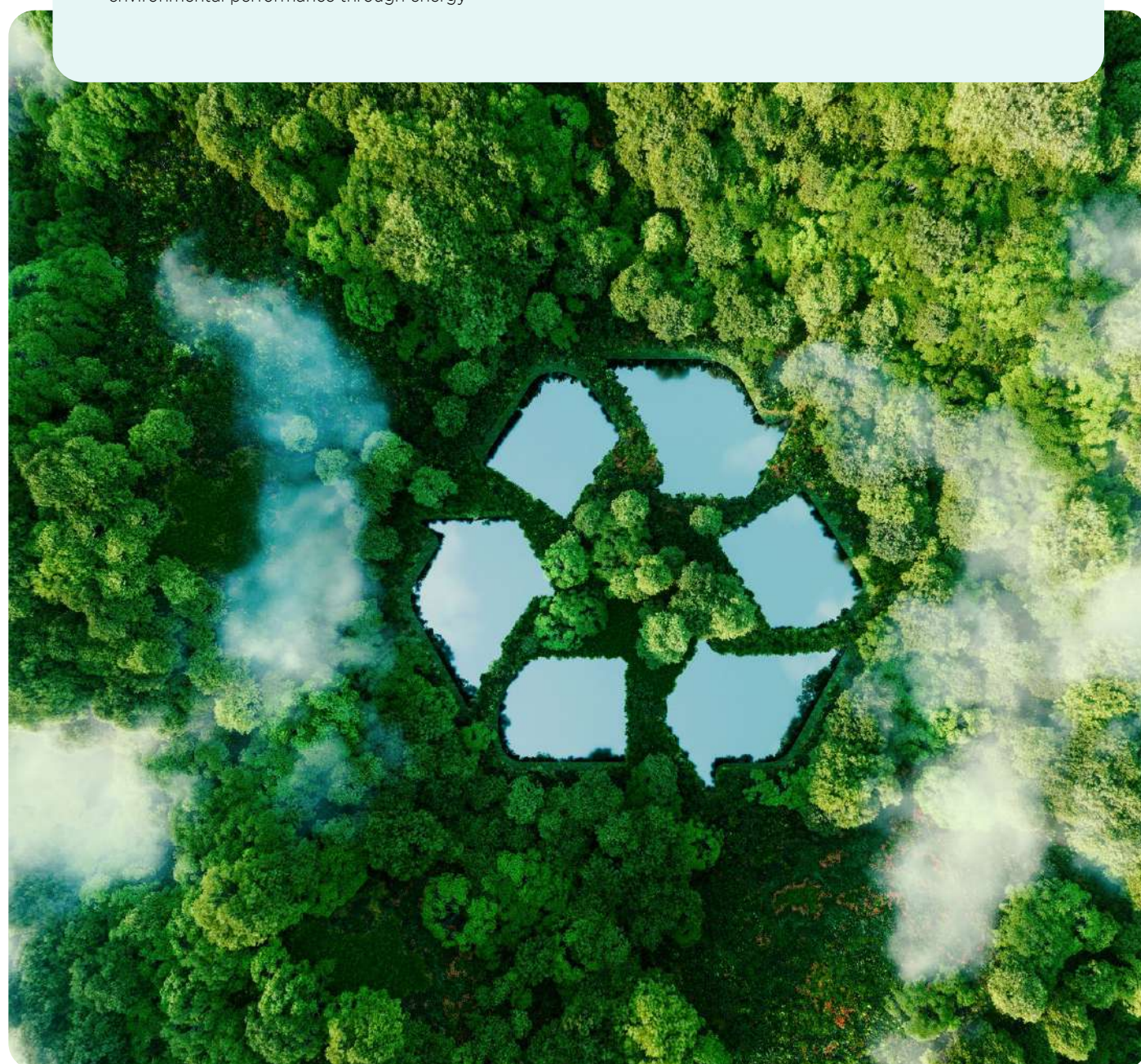
Embedding Efficiency into Everyday Banking

CRDB Bank's resource-efficiency agenda is also closely linked to digital transformation. By expanding digital banking channels, reducing paper dependency and improving process efficiency, the Bank is helping to lower the environmental intensity of service delivery while improving customer convenience. This creates value on both sides: customers gain faster and more accessible services, while the Bank reduces avoidable resource use.

The Bank will continue to strengthen internal environmental performance through energy

management, responsible water use, waste reduction, recycling, sustainable procurement and continued investment in efficient infrastructure. These actions support cost discipline, reduce exposure to rising utility costs and reinforce CRDB Bank's role as a responsible institution committed to sustainable impact.

Ultimately, resource efficiency is not a back-office issue. It is part of how the Bank builds resilience, protects value and demonstrates that the transition to a sustainable economy begins with the choices made within its own operations.



Operational Footprint and Financed Emissions



Financing Tanzania's Low-Carbon Transition

For a financial institution, climate responsibility is measured in two places: how the Bank runs its own operations and how its financing shapes the wider economy. CRDB Bank therefore approaches emissions management as both an operational discipline and a portfolio-management priority. This enables the Group to understand its direct footprint, assess climate-related exposure in financed activities and support clients in sectors that require transition and adaptation capital.

The Group measures greenhouse gas emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The Bank applies the operational control approach to define its organisational boundary, accounting for emissions from operations over which it has authority to introduce and implement operating policies. Direct emissions from owned or controlled sources are reported as Scope 1, purchased electricity is reported as Scope 2, and relevant indirect emissions arising across the value chain are

reported as Scope 3.

This measurement approach provides a clearer baseline for managing resource efficiency, operational performance, portfolio exposure and transition planning. It also strengthens the Bank's ability to connect sustainability disclosure with risk management, capital allocation and long-term business resilience.

2025 Profile

Metric tonnes of CO ₂ equivalent (tCO ₂ e)	2025
Scope 1 – Stationary combustion	1,221
Scope 1 – Mobile combustion	3,535
Scope 1 – Fugitive emissions	263
Total Scope 1	5,019
Total Scope 2 – Purchased electricity, location-based	9,743
Scope 3 – Business travel	1,346
Scope 3 – Employee commuting	1,564
Scope 3 – Investments / financed emissions	2,153,421
Total gross GHG emissions	2,171,093

The 2025 emissions profile confirms that financed emissions represent the most material component of the Group's carbon footprint. This is expected for financial institutions, where the largest climate impact is usually embedded in lending and investment portfolios rather than direct operations. For CRDB Bank, this finding reinforces the importance of improving portfolio data quality, strengthening climate-risk integration in credit processes and increasing the flow of finance towards climate-resilient and lower-carbon activities.

The Bank currently applies the Partnership for Carbon Accounting Financials methodology for financed-emissions measurement.

The Group also acknowledges that financed-emissions reporting is an evolving discipline, particularly in markets where client-level emissions data may be limited. Current calculations rely primarily on Data Quality Score 5 average sectoral emissions factors for the Africa region.

While this provides an initial baseline, the Bank's longer-term priority is to improve data quality through deeper client engagement, better sectoral information, enhanced credit data capture and progressive integration of climate indicators into portfolio monitoring.

Financed Emmisions - Sector wise

Category	Scope1	Scope2	Scope3	Principal [mlnTZS]	DQ	CF [tCO ₂ e]	[kgCO ₂ e/mln TZS]	%
Agriculture	882,736	3,077	189,538	2,909,364	5	1,075,352	370	50%
Building and Construction	27,452	608	106,890	576,552	5	134,949	234	6%
Electricity, Gas and Water	13,670	265	9,604	114,760	5	23,539	205	1%
Trade, Transport and Communication	294,340	4,363	238,002	2,488,822	5	536,705	216	25%
Manufacturing	110,599	655	54,611	535,050	5	165,865	310	8%
Mining and quarrying	65,703	1,208	32,719	170,279	5	99,630	585	5%
Other	52,600	5,315	56,508	1,514,003	5	114,424	76	5%
Business Loans total	1,447,100	15,492	687,872	8,308,831	5	2,150,465	259	
Mortgage	1,100	787	-	99,641	5	1,887	19	-
CRE	389	680	-	118,747	5	1,069	9	
Financed emissions	1,448,590	16,959	687,872	8,527,219	5	2,153,421	253	100%

The sector profile shows that agriculture accounts for the largest share of financed emissions, followed by trade, transport and communication. This does not suggest that these sectors should be excluded from finance. Rather, it underlines the need for transition-aware banking; supporting customers to adopt more efficient technologies, climate-smart practices, cleaner energy sources and better risk-management tools.

The project-level examples in this chapter show the practical response to that emissions profile: climate-smart agriculture for the agriculture portfolio, CNG and electric mobility for transport, recycling and cold-chain efficiency for industry and trade, and renewable energy solutions for households, SMEs and commercial users.

Agriculture remains central to livelihoods, food security and national development. The Bank's role is therefore to help make agricultural finance more resilient, not to retreat from the sector. This includes financing climate-smart agriculture, irrigation, improved storage, weather-index insurance, adaptation technologies and inclusive support for smallholder farmers and agribusinesses. In transport, manufacturing, construction and energy-linked sectors, the opportunity is to deepen engagement with customers on efficiency, cleaner technologies and sustainable investment pathways.

From Measurement to Management

The purpose of emissions disclosure is not only compliance. It enables better credit dialogue, portfolio steering, capital planning and product innovation. By understanding where emissions are concentrated, CRDB Bank can identify sectors that require transition support, design more relevant green products and build stronger conversations with customers about resilience, efficiency and long-term competitiveness.

This approach also supports the Bank's broader climate-risk management agenda. Financed-emissions data can help inform sector exposure analysis, climate scenario planning, client engagement, green asset growth and the development of credible

The Bank has planned capital expenditure allocation of **TZS 5.8 billion** for 2026 to mitigate climate-related risks



transition pathways. Over time, improved measurement will strengthen the Bank's ability to assess both physical risks, such as droughts and floods, and transition risks linked to policy changes, technology shifts and market expectations.

Connectivity with financial planning is equally important. The Bank has planned capital expenditure allocation of TZS 5.8 billion for 2026 to mitigate climate-related risks and leverage sustainability opportunities, including energy efficiency, renewable energy integration and sustainable infrastructure enhancements. This investment pathway supports the move from disclosure to measurable action, helping the Bank strengthen resilience while reducing its environmental footprint.



Outlook

Looking ahead, CRDB Bank will continue to improve the completeness and quality of emissions data, refine financed-emissions methodologies, engage customers in high-impact sectors and scale financing for climate-resilient and lower-carbon activities. The objective is to turn carbon measurement into better decision-making, stronger portfolio resilience and practical contribution to Tanzania's sustainable development pathway.

SME and Agriculture Support for Inclusive Growth



Pursuing Inclusive Green Growth by Financing Farmers, SMEs and the Real Economy

The environmental agenda is inseparable from inclusion. For CRDB Bank Group, the transition to a sustainable economy must also be a transition that works for farmers, women, youth, micro-enterprises, small businesses and rural communities. SMEs and agriculture are productive engines of livelihoods, employment, food security and local enterprise development. They are also among the customer segments most exposed to climate shocks, market volatility, limited collateral, infrastructure gaps and seasonal cash-flow pressures. adapt to climate-related risks, invest in cleaner technologies and participate in emerging green value chains.

CRDB Bank's response is to combine finance, advisory support, digital reach, value-chain structuring and risk-sharing partnerships so that smaller customers can participate in the transition rather than be left behind by it. This approach recognises that inclusive environmental finance is not only about funding green projects. It is also about enabling customers in vulnerable and productive sectors to become more resilient, more formalised and better connected to markets.

These figures show the scale at which CRDB Bank is supporting inclusive economic participation. The Bank's financing reaches MSMEs, women, youth and smallholder farmers, many of whom operate within sectors directly linked to natural resources, agriculture, food systems, trade and local service delivery. By expanding access to finance for these groups, the Bank helps strengthen household income, enterprise growth and community-level resilience.

	Programme category	Number of loans	Outstanding balance (TZS million)
	Loan to MSMEs	42,184	2,183,883
	Loan to women	1,527,615	1,837,433
	Loan to small farmers	14,408	113,450
	Loan to youth	1,500,582	115,453
	Total	3,084,789	4,250,219

The Group's inclusive green-growth model includes seasonal overdrafts aligned to crop cycles, collateral management arrangements that use warehouse stock, and the Fahari Kilimo Account, which helps farmers build financial security for future seasons. It also includes digital loans and overdrafts delivered through mobile-network channels, as well as targeted products for women and youth, including Malkia and IMBEJU. These solutions are designed to meet customers where they are: financially, geographically and operationally.

This matters because small enterprises and farmers often do not need only capital. They need finance structured around their realities: planting and harvesting seasons, irregular income patterns, limited collateral, distance from branches, market-access challenges and exposure to weather-related disruption. By adapting products to these conditions, CRDB Bank helps move inclusive finance from access to usefulness.

How the Bank Delivers Inclusive Environmental Outcomes

Execution lever	How it supports inclusive environmental outcomes
Agribusiness Centre of Excellence	Structures agriculture facilities across smallholders, cooperatives, out-growers and large agribusinesses, supporting better value-chain financing and risk management.
Retail and agency banking	Extends access to unbanked and underbanked households, including rural customers and participants in agriculture value chains.
Sustainable Finance Unit	Integrates ESG and climate-risk assessment into relevant credit appraisal and project review, helping align finance with responsible and climate-aware lending.
CRDB Bank Foundation	Supports financial literacy, entrepreneurship training and capacity building for women, youth and smallholder farmers.
Partnerships and guarantees	Uses risk-sharing with development partners and guarantee institutions to expand lending beyond traditional collateral limits.
Digital farmer profiling	Smart IDs and digital records help farmers access inputs, build credit history and participate in formal financial services.

The Group's approach is especially important in agriculture, where climate risk and financial exclusion often reinforce each other. Droughts, floods, rainfall variability and pest outbreaks can reduce yields and income, making it harder for farmers to service loans or invest in productivity. At the same time, limited credit history and collateral constraints can prevent farmers from accessing the very technologies and inputs that would make them more resilient. The Bank's role is to help break this cycle by linking finance with data, advisory, insurance, guarantees and value-chain partnerships.

Digital farmer profiling is one of the practical tools supporting this shift. By improving visibility over farmer identity, production activity and transaction history, digital records can help build more reliable credit profiles. This creates a stronger foundation for responsible lending, input financing, market access and participation in formal financial services. Over time, better data can reduce perceived risk, improve targeting and make climate-smart agriculture finance more scalable.

This is why the Group's climate and inclusive-finance agenda is designed to be mutually reinforcing: farmer records, value-chain visibility, guarantees and seasonal products can help reduce perceived risk, speed up payments and make climate-smart investments more accessible to smaller producers.

The Group's support for women and youth is also central to inclusive green growth. Women are deeply involved in agriculture,

trade and household enterprise, while youth participation is essential for productivity, innovation and the future of food systems. Through targeted products, capacity building and digital channels, CRDB Bank is helping these groups access finance, grow enterprises and participate more fully in Tanzania's sustainable development pathway.

Inclusive Growth Principle

Environmental finance succeeds when it improves real livelihoods. This means higher productivity, better risk protection, faster payments, stronger market access, improved financial capability and a fairer chance for small enterprises to grow. It also means ensuring that the low-carbon and climate-resilient transition does not become an agenda only for large corporates, but one that reaches farms, markets, households and small businesses.

Looking ahead, CRDB Bank will continue to strengthen inclusive green finance by expanding climate-smart agriculture solutions, improving customer data, deepening partnerships, supporting women and youth entrepreneurs, and building products that respond to the realities of SMEs and smallholder farmers. In doing so, the Bank is helping to ensure that sustainability is not only measured in portfolios and emissions, but also in livelihoods protected, businesses strengthened and communities made more resilient.

Case Study:

» Advancing the Low Carbon Transition at Our Head Office

We are embedding climate action into our operational footprint, hence demonstrating that financial leadership goes hand-in-hand with environmental stewardship. Our Head Office at Ali Hassan Mwinyi Road serves as a living laboratory for our low-carbon transition strategy.

Our Head Office was successfully certified under the IFC-EDGE (Excellence in Design for Greater Efficiencies) standard. Through rigorous design and the integration of high efficiency systems such as advanced Heating, Ventilation, and Air Conditioning (HVAC) systems, LED lighting, and water saving technologies; our building significantly outperformed baseline benchmarks. This resulted in verified resource savings of 21% in energy consumption, 27% in water usage, and a 28% reduction in embodied carbon in materials thus securing Level 1: EDGE Certified status.

The Path to EDGE Advanced

Building on this success, the Group has strategically chosen to pursue the Level 2: EDGE Advanced certification. This decision is a direct reflection of our ambition to strengthen our sustainability leadership and accelerate our transition to a low-carbon future. EDGE Advanced requires a minimum of 40% on-site energy savings. Achieving this level also designates a building as Zero Carbon Ready, aligning it with

global net-zero standards and positioning the Headquarters to be part of the solution to climate change.

To bridge the gap from our current 21% energy savings to the 40% threshold, a comprehensive gap analysis was conducted. This analysis identified on-site renewable energy generation as the most viable and impactful solution. Consequently, the Sustainable Finance in collaboration with the Real Estate and Facilities Management Department has initiated the implementation of a solar photovoltaic (PV) system at the Head Office. With management approval and a strategically allocated budget, the project is now in progress. The solar PV installation is designed to provide the necessary clean energy to surpass the 40% energy savings requirement, thereby securing the EDGE Advanced certification.

The project is a tangible demonstration of our pathway to decarbonizing our own operations. By systematically improving efficiency and then deploying renewable energy, our Head Office is setting a precedent for sustainable building management and showcasing our commitment to a low carbon transition in the real estate sector.



Case Study:

» From 14 Sacks to a Climate-Resilient Future-Transforming Clove Farming in North Pemba

In Zanzibar, cloves tend to be the cornerstone of the region's economy and a lifeline for thousands of smallholder farmers. Mr. Said Salim Ally, a farmer from Penya Village in North Pemba, has cultivated cloves for years despite facing a persistent barrier to limited access to finance. Without capital to invest in his land, he was confined to modest, subsistence-level production yielding just 14 sacks of cloves per season. His farm operated below its potential, and his family lived with little income stability, vulnerable to both economic shocks and the increasing unpredictability of weather patterns linked to climate change.

Concessional Finance as a Catalyst

Mr. Ally's trajectory changed when he gained access to targeted financial support through CRDB Bank, a key partner under the **Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP)**. TACATDP is designed to translate international climate finance into on-the-ground resilience, focusing on high-value, climate-smart agricultural transformation. The programme provided Mr. Ally with concessional finance that is affordable and long-term capital tailored to smallholder needs. This funding enabled him to move beyond survival farming and invest systematically in his agribusiness.

From Modest Plots to a Productive Asset Base

With the financial barrier removed, Mr. Ally transformed his farm into a structured, climate-resilient operation. Today, his land holds over 700 mature clove trees and 500 young trees; an expansion from his earlier output. This asset base now produces more than 10 tons of cloves per season, representing a multifold increase in productivity.

Recognizing the need to build long-term resilience for his own farm and the wider community, he also established a nursery capable of producing over 10,000 seedlings. This nursery serves a dual purpose: replenishing and expanding his own groves while distributing high-quality seedlings to neighboring farmers. By doing so, Mr. Ally is actively strengthening the entire clove value chain in Pemba, reducing dependence on aging trees and introducing more climate-adapted planting stock.

Inclusive Employment and Family Resilience

The ripple effects of this investment extend far beyond yield statistics. Mr. Ally's expanded agribusiness now provides regular employment for over 80 workers, with more than 35 women and 45 men earning stable incomes. This gender-inclusive workforce has improved income stability across the community, demonstrating how climate-smart investments can also drive local economic development and reduce poverty.

Within his own household, the improved income supports a family of 14 children, ensuring better nutrition, education, and long-term security. This intergenerational resilience is a powerful testament to how targeted climate finance can break cycles of vulnerability, creating lasting benefits that go well beyond a single growing season.

Near Zero Waste and Ecosystem Benefits

Clove farming, when managed at scale, offers notable environmental advantages. The crop is inherently low-waste with its flowers (primary harvest); leaves, and even wood all has economic value; used for essential oils, flavorings, and other products. Mr. Ally's model embraces this near-zero waste approach. Furthermore, his expanded tree cover contributes to soil conservation, biodiversity enhancement, and carbon sequestration which are key climate adaptation and mitigation outcomes that align directly with TACATDP's environmental goals.

His experience demonstrates how climate-smart financing can modernize traditional agriculture, enhance resilience to economic and environmental shocks, and drive sustainable growth in Zanzibar's clove sector. For policymakers and development partners, Mr. Ally's story is evidence that with the right financial tools, smallholder farmers can become agents of large-scale, inclusive and climate-resilient transformation.

Case Study:

Transforming Sustainable Rice Production in the Chosi Scheme, Mbarali Basin

Mbarali District, situated in the Usangu Basin, is the cornerstone of Tanzania's rice production and a critical pillar of national food security, supplying staple grain to regional markets and as far as Dar es Salaam. However, this productive heartland has long faced intensifying climate-induced stress. Farmers struggle with erratic rainfall patterns, seasonal flooding during peak river flows, acute water shortages during dry spells, and declining productivity. The region's traditional, uneven field topography exacerbates these issues, leading to poor water distribution where some plots are submerged while others remain parched. This inefficiency causes runoff, seepage, nutrient loss from ineffective fertilizer use, and frequent intra-scheme water conflicts. Prior to intervention, average yields were stagnating at a mere 12-15 bags per acre, far below the potential of this water-intensive crop. For the farmers of the Chosi Irrigation Scheme, the urgent question was not just how to grow more rice, but how to grow it reliably in the face of a destabilizing climate.

Targeted Climate Finance for Precision Adaptation

The Chosi Scheme became a flagship beneficiary of the GCF-financed Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP). Through this facility, CRDB Bank extended TZS 340 million in affordable Adaptation and Resilience Agriculture (ARA) credit specifically designed to de-risk and enable climate adaptation. The intervention focused on a single, high-impact solution: mechanized farm levelling.

Recognizing that technology alone is insufficient, the process began with structured stakeholder engagement in April 2025. CRDB's zonal and branch teams held consultations with the Scheme's Board and conducted awareness sessions for general members. Following these dialogues, financing applications were submitted covering 32 farmers. After completing all banking and compliance approvals, Taku Company commenced levelling works in November 2025. The result was 108 acres of precision-levelled farmland, directly benefiting 16 farmers, including 3 women.

Productivity Gains, Livelihood Transformation and System Resilience

The impact of targeted climate finance was swift and dramatic. Through enabling uniform water depth across levelled fields, the intervention reduced runoff, cut irrigation hours, improved nutrient efficiency, and virtually eliminated water-related conflicts within the scheme. Crucially, farmers have transitioned from climate victims to climate-adapted producers.

Soaring Yields:

Average yield expectations jumped from 15-18 bags per acre to between 30-45 bags per acre across most levelled plots, with some farmers reporting up to 50 bags per acre.

Double Cropping: Improved water control has allowed farmers to reliably cultivate two full seasons per year, aligned with Mbarali's production cycle (November-April and June-November). This has stabilized household income and reduced vulnerability to climate volatility.

Individual Stories of Empowerment

The aggregated numbers mask profound individual transformations:



Ms. Lucy Ngeresa Mwangatwa, a mother and sole caregiver for eight dependants, used the financing to expand her cultivated land from 1 to 5 acres. Her expected yields soared from 10-13 to 30-40 bags per acre, enabling her to secure food for her family and pay school fees, which is a direct pathway from subsistence to stability.



Mr. Emmanuel Konga had long battled chronic flooding on his sloping plots. With post-levelling and flood control improvements, he now expects to harvest at least 250 bags from just 4 acres, benefitting 50 individuals within his household and extended support network.

Additionally, Mr. Mronas Hamsini Kipokile saw his per-acre yield leap from 10 to 45 bags. This transformation has allowed him to employ more than 20 seasonal workers, demonstrating powerful value-chain spillover effects that extend far beyond his own field.

Replicable Model for Climate-Resilient Agriculture

Beyond the immediate productivity gains, the project has stimulated seasonal employment; from transplanting and weeding to harvesting, transport to Mbeya and Dar es Salaam, milling and storage. Critically, by reducing water withdrawals per acre and shortening irrigation hours, the intervention contributes to the long-term sustainability of the entire Usangu Basin, lowering production risks associated with climate shocks and charting a replicable course for climate adaptation in water-dependent agricultural systems across Africa.

Case Study:

Catalyzing Sustainable Agriculture for Organic Coffee Farmers in Tanzania

NKWENDA Rural Primary Cooperative Society Ltd (AMCOS) is an independent, farmer-owned cooperative operating in Kyerwa District, Karagwe Region, Tanzania. Its membership comprises 1,243 active smallholder farmers, including joint household memberships (husband and wife), reflecting a deliberate model of inclusive participation in agricultural production and income generation.



The cooperative is distinguished by its adherence to internationally recognized sustainability standards, holding ECOCERT Organic Certification, Rainforest Alliance Certification, and Fairtrade Certification. These credentials enable NKWENDA to comply with rigorous sustainable agricultural practices and access premium organic markets that would otherwise be out of reach.

Liquidity Constraints in the Coffee Value Chain

Prior to the Green Bond intervention, NKWENDA AMCOS faced a chronic challenge common to agricultural cooperatives: a severe working capital gap. Without sufficient liquidity to purchase cherry coffee at harvest time, the cooperative was forced into a cycle of distress. Farmers experienced payment delays of up to 6 to 8 months following delivery, and in some cases, non-payment altogether. This financial unpredictability discouraged coffee production, eroded farmer confidence, and led many to substitute coffee with alternative, less profitable crops.

Green Bond Financing as Working Capital

In June 2025, NKWENDA AMCOS received catalytic Green Bond financing amounting to TZS 1,777,801,796 under the Kijani Bond program. The cooperative allocated 100% of the proceeds to working capital for the purchase of organic coffee from its members during the 2025/2026 production season.

This financing enabled the cooperative to procure 2,814.68 tonnes of organic coffee from 705 smallholder farmers, of whom 147 were women. The farmer base remains predominantly small-scale, with 93% owning between 1-5 acres, 5.1% owning 5.1-10 acres, and 1.3% owning more than 10 acres, demonstrating strong alignment with inclusive green finance objectives.

Restoring Income Certainty and Farmer Confidence

The most immediate impact was the restoration of trust and financial stability. Under the new structure enabled by the Green Bond, farmers are now paid within 24 hours of delivery, with funds transferred directly into their bank accounts. This replaced the previous cycle of 6 to 8-month delays and non-payment.

The result has been a dramatic increase in farmer commitment to coffee production. Reliable, immediate income has reduced household financial stress and restored confidence in coffee as a viable livelihood. Farmers have responded by expanding their farm sizes and planting additional coffee seedlings, signaling a long-term reinvestment in the crop.

Boosting Productivity Through Organic Practices

Timely payments have created a virtuous cycle, allowing farmers to reinvest in improved farm operations. Smallholders have adopted enhanced organic practices, including the application of organic manure, mulching for soil moisture retention, use of organic pesticides, and timely weeding.

The productivity gains have been substantial. Total coffee volumes rose from 1,435 tonnes in the 2023/2024 season to 2,834.68 tonnes in the 2025/2026 season, demonstrating an increase driven by both higher yields per acre and wider adoption of certified organic farming. These practices contribute to improved soil health, carbon sequestration, and overall climate resilience. Technical support from government extension officers has further strengthened these sustainable practices.

Livelihood Improvement and Financial Inclusion

Beyond farm-level gains, financing has generated measurable improvements in broader household livelihoods. Increased and predictable incomes have enabled farmers to:

- Invest in improved, more resilient housing.
- Acquire productive assets such as motorcycles and vehicles.
- Enhance educational access by consistently paying school fees and enrolling children in private schools.

These outcomes reflect enhanced household financial resilience and sustained socio-economic development within the community, moving families beyond subsistence and toward long-term asset building.

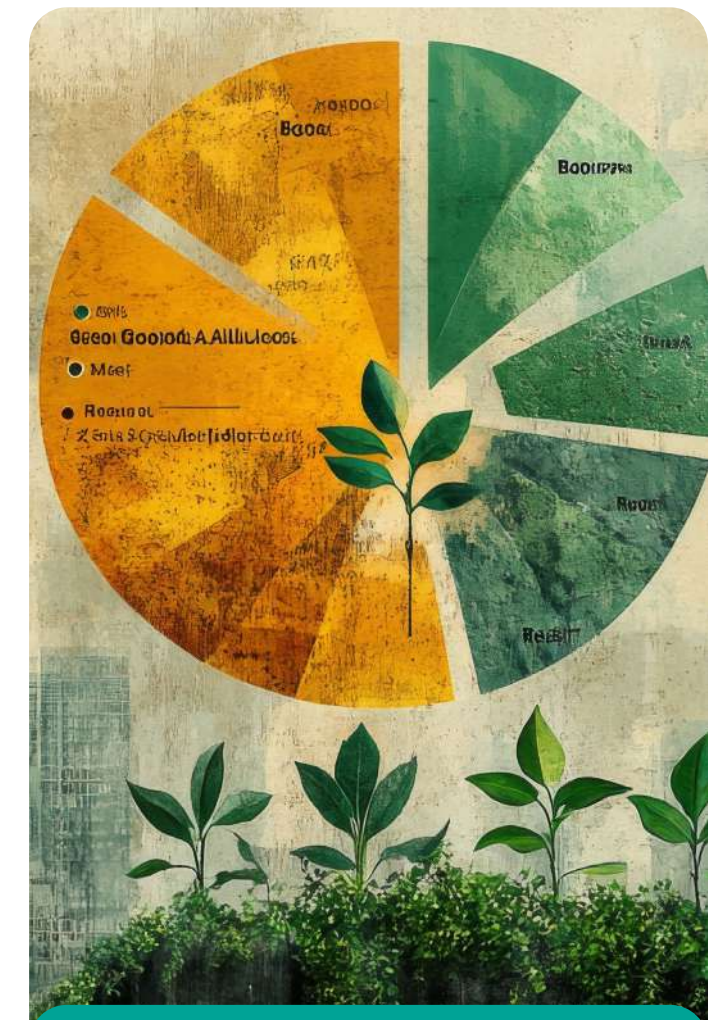
Strengthening Value Chain Efficiency and Price Optimization

Finally, access to working capital has fundamentally improved the cooperative's market positioning. With sufficient liquidity, NKWENDA AMCOS can now aggregate coffee in a timely manner, maintain adequate stock, and avoid distress sales. This allows the cooperative to identify and access higher-value markets offering better prices, enhancing price discovery and reducing income volatility. The result is improved price realization for farmers and a

more resilient, sustainable organic coffee value chain.

Additionally, NKWENDA AMCOS's organic and sustainability certifications enable it to command premium pricing in international markets. These premiums are reinvested into community development initiatives, including education and health infrastructure.

The Kijani Bond financing has been instrumental in maximizing this premium model. By solving the liquidity constraint, the bond allows the cooperative to wait for favorable market prices rather than selling immediately to meet cash flow needs. Without this financing, NKWENDA would likely be forced to sell coffee at lower prices, limiting both farmer income and the community-level benefits derived from premium reinvestment.



NKWENDA AMCOS received catalytic Green Bond financing amounting to
TZS 1,777,801,796

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06



Building Capability, Deepening Culture, Sustaining Growth

In the 2025 FY, the Human Resources function remained closely aligned to the Group's strategic direction, ensuring that people capabilities kept pace with business growth, evolving customer expectations and the Bank's transformation agenda.

Godfrey Rutasingwa
Director of Human Resources



A workforce aligned to growth

Our role extended beyond workforce administration into a more strategic mandate: shaping organisation capability, strengthening culture, reinforcing leadership accountability and enabling resilience across the Group. This was especially important in a year marked by business expansion, continued digitisation and increasing demand for specialist skills across banking, technology, risk, sustainability and customer experience.

By the end of the year, the Group employed 4,528 people across Tanzania, Burundi and the Democratic Republic of Congo. The Bank remained the anchor institution, while the subsidiaries continued to deepen local capacity. We also maintained a strong leadership bench, with 94 senior leaders from middle management and above. This breadth of talent gives the Group operational depth and supports continuity as we expand regionally and diversify our business model.

Learning as a strategic lever

We continued to treat learning as a strategic investment rather than a compliance exercise. During the year, the Group spent TZS 9.38 billion on learning and development, compared with TZS 7.98 billion in 2024, and trained 2,657 staff from senior management to support staff level. Our approach remained anchored in the 70-20-10 development framework, combining experience-based learning, coaching and mentoring, and formal training.

We also progressed targeted capability-building initiatives. During the period, 321 staff participated in leadership programmes and 216 in professional certification pathways. This investment reflects our conviction that organisational performance and customer

experience improve when technical competence, leadership maturity and learning agility are developed together. In practical terms, learning supported risk discipline, digital adoption, product delivery and stronger execution across the Group.

Culture, engagement and wellbeing

Our people agenda remained firmly centred on engagement, wellness and performance. The Group's culture transformation journey continued to encourage ownership, openness, collaboration and service excellence. Employee listening remained a critical management tool. The latest employee satisfaction score stood at 94%, with an 81% participation rate, reflecting a workforce that is both engaged and willing to provide feedback. The Bank continues to use the survey to identify strengths, track morale, understand team effectiveness and guide improvement actions.

Wellbeing also remained a strategic pillar of the employee value proposition. The Group recorded over 2,500 staff attending wellness programmes in the year. Beyond general wellness initiatives, the Bank supported physical, mental and psychosocial wellbeing through medical cover, counselling services, awareness sessions and occupational health measures. During the year, 169 staff received telephone counselling, 141 received professional face-to-face counselling, 15 managers benefited from consultations, and 2,925 staff were reached through social wellbeing and mental-health awareness training. This reinforces our view that performance is strongest where employees feel supported, safe and able to bring their best selves to work.

Employee Engagement

The Group recognises that employee engagement is a critical foundation for achieving positive business outcomes, including enhanced productivity, profitability, sustainable growth, customer satisfaction, employee retention, and workplace safety. At CRDB, employee engagement is approached holistically across three dimensions; physical, emotional, and cognitive ensuring that employees are fully committed, motivated, and aligned with the Bank's strategic objectives.

This multi-level focus on engagement not only fosters a highly motivated workforce but also cultivates passion and accountability among employees as they work towards both the Bank's vision and their personal and professional goals. Through continuous investment in employee growth, recognition, and well-being, the bank seeks to build a committed and high-performing workforce capable of delivering exceptional customer experiences and contributing meaningfully to the Bank's long-term success.

Beyond the workplace, the Bank promotes engagement through initiatives that encourage teamwork, social interaction, and personal development. In 2025, the CRDB Bank SUPA Cup tournament was launched in Dodoma, featuring participation from 12 football teams and nine netball teams. The tournament was further enriched by the inclusion of a football team from Burundi, underscoring the Bank's commitment to regional collaboration and employee engagement through sport.

To further strengthen employee connection and morale, the Bank also hosts Quarterly 'Thank God It's Friday' (TGIF) engagement sessions, providing employees with opportunities to interact, share experiences, and build strong internal relationships in an informal setting.

In line with its commitment to diversity, equity, and inclusion, the Bank has implemented a range of women engagement initiatives across its network and subsidiaries. These include Women Health and Wellness workshops conducted in the Southern and Western zones as well as at Head Office, celebrations of the International Women's Day (IWD) across the network, and the HE4SHE Women Mentoring Programme aimed at empowering women, promoting leadership development, and fostering an inclusive workplace culture.

Recognising that appreciation and recognition are fundamental drivers of motivation, the Bank formally introduced the CEO Awards in 2020 to honour outstanding performance and excellence in the workplace. The awards are conducted annually and are aligned with the Bank's strategic themes to acknowledge and reward behaviours and achievements that drive organisational transformation and success. As a forward-looking employer, CRDB regards the recognition of excellence as both a motivating factor and a core component of its people management philosophy.

To strengthen its position as an employer of choice, the Bank is committed to actively listening to its employees and responding to their feedback. In this regard, the bank conducts an annual employee satisfaction survey aimed at assessing employee morale, engagement levels, and overall satisfaction across the Group. The insights gathered from the survey provide valuable feedback to management and inform actions to enhance the working environment, employee experience, and organisational effectiveness.



Leadership, succession and inclusion

We made deliberate progress in leadership development and inclusion. A total of 332 successors were identified for critical roles, strengthening continuity and business resilience. The women's leadership agenda also continued to gain traction. In 2025, 172 women attended leadership programmes, and 18 women were promoted to leadership roles during the year, bringing the three-year total to 66. A total of 104 women promoted to leadership roles within the three-year period tracked internally. Together, these indicators reflect ongoing movement in the leadership pipeline, even as the Group continues refining its internal measurement and reporting frameworks.



Fostering Gender Diversity and Inclusion

The Group recognises that diversity, equity, inclusion, and belonging are not just ideals but essential drivers of innovation, collaboration, and sustainable success. A truly inclusive workplace ensures that everyone feels valued, supported, and empowered to contribute meaningfully, regardless of their background or role. This inclusive culture fuels better ideas, enhances decision-making, and creates a positive environment where everyone can thrive.

With a workforce of 4,528 employees across multiple countries, we are committed to recruiting, developing, and retaining a diverse talent pool. By embracing various perspectives, experiences, and approaches, we strengthen our ability to connect with customers, solve complex challenges, and foster creativity. Our leadership is dedicated to ensuring that every employee has the opportunity to reach their full potential.

We believe a diverse workforce helps eliminate blind spots in problem-solving and enhances our ability to deliver relevant, impactful solutions. By understanding how people from different backgrounds perceive messages, products, and services, we gain a competitive edge in meeting market needs. Diversity is part of our culture and a core strength that drives innovation and progress.

	FY 2025	FY 2024
All employees	4,528	4,251
Male	53	55
Female	47	45

How We Put Our Commitment into Action

To bring our values of diversity, inclusion, equity, and belonging to life, the Bank has implemented several strategic initiatives:

- Established a Comprehensive Policy: The Group has developed a Diversity, Inclusion, Equity, and Belonging Policy that outlines our commitment to fostering an inclusive and diverse workplace. This policy ensures alignment with global best practices in human resource management and sets a clear framework for creating a culture where everyone feels valued and respected.
- Promoting Gender Equality: As an equal-gender employer, the Bank is actively working to maintain gender balance across all levels of the organisation.
- She Initiative Program: One of our flagship efforts is the She Initiative, designed to empower women through targeted training, coaching, and mentoring. This program supports women's professional growth by equipping them with the tools, confidence, and networks needed to thrive and lead.

	FY 2025	FY 2024
All senior leaders (From middle management and above)	94	86
Male	73	68
Female	21	18
Below 35 Years	38%	38%
Between 35 and 50 years	55%	55%
Above 50 years	7%	7%

	FY 2025	FY 2024
0-5 years	1,896	1,589
6-10 years	1,077	1,245
11-20 years	1,335	1,188
Above 20 years	220	229

Outlook

Looking ahead, we will continue building a future-ready workforce with stronger digital, analytical and leadership capabilities; deepen succession for business-critical roles; strengthen the employee value proposition; and further embed sustainability, inclusion and culture in day-to-day people management. We also expect to sharpen workforce planning as automation changes role design, enabling more targeted redeployment and better use of talent across the Group.

The ultimate test of Human Resources is whether it helps the Group execute strategy with consistency and confidence. I am glad that during the year, we made further progress on that journey. We strengthened the foundations of capability, culture and leadership, and we remain committed to ensuring that CRDB's human capital continues to be a source of resilience, execution strength and long-term value creation.



People Strategy

Strategic objectives

Our approach to value creation is firmly aligned with the objectives of the Bank's 5-year strategic plan, with a strong emphasis on human capital development highlighted as Objective No. 7 in the strategy approved in 2022. We remain fully committed to delivering on the thematic priorities outlined in the plan, reinforcing our position as a market leader.

Thematic areas

- ✦ Culture transformation program
- ✦ Enhance Talent experience & Develop leadership competencies
- ✦ Workforce Diversity

- ✦ Enhance staff productivity
- ✦ Improvement in HR operations
- ✦ Learning and development



Engaged workforce



Healthy Workforce



Productive Workforce

Strategic Human Capital Development and Workforce Sustainability

The Bank's human capital strategy is designed to support the delivery of its long-term business objectives by strengthening organisational capability, cultivating a strong and ethical performance culture, ensuring leadership and succession readiness, and embedding inclusive leadership across all levels of the Bank. The agenda focuses on attracting, developing, and retaining talent aligned with the Bank's values, risk management standards, and future skills requirements in an evolving financial services landscape.

The Bank's workforce profile reflects a relatively young and well-balanced organisation. Approximately 38% of employees are below the age of 35, 55% fall within the 35 to 50 age group, and 7% are above 50 years of age. This demographic mix provides a strong foundation for sustainable growth by blending institutional knowledge and experience with innovation, agility, and digital capability.

The youthful segment of the workforce supports creativity, digital transformation, and adaptability, while the mid-career cohort provides operational depth, leadership continuity, and mentoring capacity. Senior employees contribute valuable institutional memory, strategic insight, and governance maturity. Collectively, this balance enables effective knowledge transfer, internal mobility, and succession planning, while mitigating talent and leadership risks.

Through targeted capability-building initiatives, leadership development programmes, and structured succession planning, the Bank continues to strengthen its talent pipeline and readiness for future leadership transitions. The human capital framework reinforces the Bank's commitment to employee engagement, diversity and inclusion, and continuous learning, ensuring that its people remain a key enabler of sustainable performance and long-term value creation for all stakeholders.



Commitment to advance Gender equality

The Bank, in partnership with the International Finance Corporation (IFC) and the Association of Tanzanian Employers (ATE), is committed to closing gender gaps in employment and leadership. Through this collaboration, we have introduced strategic initiatives that promote women's participation and career advancement across the Group.

Strengthening the Women's Leadership Pipeline

- ✦ Launched the Shadow Board Program, aimed at empowering high-potential women by offering them strategic leadership exposure and decision-making experience.
- ✦ Actively increasing the representation of women in senior management roles through targeted leadership development and career pathing.
- ✦ Promotions of women have significantly increased compared to the previous year.

Capacity Building and Technical Empowerment

- ✦ Women have been placed in technical training programs and short-term attachments to build expertise in specialised fields and support their progression into critical roles.
- ✦ HeForShe Champions have been appointed to serve as mentors and advocates for women across the Bank.

Exposure and Mentorship Opportunities

- ✦ Structured mentorship programs have been introduced to support women's professional growth and readiness for leadership positions.
- ✦ Exposure initiatives have been launched to give women access to high-impact projects and strategic assignments.

Leadership Development Programs

- ✦ 20 Executives successfully graduated from the Executive Development Program (EDP).
- ✦ 33 women enrolled in the ATE Female Future Program.
- ✦ 21 women completed the Women in Leadership Program delivered by Strathmore University.
- ✦ 47 leaders concluded the Transformative Leadership Journey Program.
- ✦ 73 women are currently enrolled in the HeForShe Leadership Program.



Flagship Programme 2025: Advancing Women into Enterprise and Boardroom Leadership

In 2025, the Bank launched the Shadow Board Programme for Women, a flagship leadership initiative designed to accelerate the readiness of highpotential women for senior executive and future boardlevel roles, while strengthening the Group's leadership pipeline and organisational culture.

As the Bank continues to grow in scale and complexity, the need for leaders who can operate confidently at enterprise level has become increasingly critical. The Shadow Board Programme was intentionally designed to address a longstanding leadership gap by creating structured access, exposure, and preparation for women leaders to participate meaningfully in strategic decisionmaking and governance processes.

Through the programme, selected women leaders were immersed in the realities of boardroom and executivelevel leadership. Participants gained direct exposure to governance dynamics, strategic deliberations, risk oversight, and longterm value creation by shadowing senior executives, engaging with real institutional challenges, and participating in structured learning and mentorship.

A Deliberate Investment in Women's Leadership

The Shadow Board Programme for Women was not a symbolic diversity initiative. It was a strategic talent and succession intervention, anchored in the Bank's commitment to inclusive leadership, meritbased advancement, and longterm governance resilience.

The programme enabled participants to transition from strong functional and operational leadership into enterprisewide thinking, equipping them with:

- Boardroom literacy and governance awareness.
- Strategic judgement and risk appreciation.
- Confidence to engage, challenge, and influence at senior levels; and
- A clearer pathway toward executive and boardlevel readiness.

By design, the programme elevated women's visibility, voice, and influence within the organisation, while strengthening the Bank's internal bench of future leaders.

Strengthening Culture Through Inclusion and Confidence

The Shadow Board Programme played a meaningful role in reinforcing the Bank's leadership culture in 2025. By fostering proximity to decision making and encouraging constructive challenge, the initiative contributed to a work environment characterised by trust, accountability, and collaboration.

This progress is reflected in the Bank's culture entropy level of 14% in 2025, indicating a healthy organisational culture with low levels of limiting behaviours. The result underscores an environment where leadership confidence is growing, diverse perspectives

are valued, and the majority of organisational energy is directed towards performance and value creation.

For participants, the programme built:

- Confidence in executive presence and decisionmaking;
- A stronger sense of belonging at leadership levels; and
- The ability to navigate complexity with clarity, maturity, and purpose.

Building a Sustainable Pipeline of Women Leaders

Graduates of the Shadow Board Programme emerged as boardready women executives, equipped with enterpriselevel insight, strategic capability, and leadership confidence. Beyond individual growth, the programme strengthened the Bank's overall leadership architecture by supporting:

- Succession planning for critical leadership roles;
- Greater diversity of thought in strategic discussions;
- Stronger governance capability; and
- Longterm cultural sustainability.

The Shadow Board Programme for Women represents a cornerstone of the Bank's broader people, leadership, and governance agenda. Building on its success, the Bank will continue to invest in initiatives that intentionally develop women leaders, strengthen executive readiness, and support inclusive leadership at the highest levels of the organisation.

This flagship programme stands as a clear expression of CRDB Bank's belief that leadership excellence has no gender, but opportunity must be intentionally created.



Living Our Values

Culture remains a strategic priority and a key enabler of sustainable performance, governance, and stakeholder trust. In 2025, the Bank continued embedding its values across leadership, employee engagement, operations, and decision-making to support strategy execution and long-term value creation.

The Bank's culture is anchored in clear values and behaviours that promote agility, collaboration, innovation, competitiveness, accountability, and ethical conduct. A zero-tolerance approach to non-compliance reinforces integrity and trust, shaping people management, customer experience, risk management, and performance delivery.

Culture Diagnostics and Insights

A culture maturity assessment conducted in 2025 showed overall cultural maturity broadly aligned with global and industry benchmarks, with a healthy cultural entropy score of 14%. The assessment identified areas for strengthening, including bureaucracy, siloed working, hierarchical tendencies,

and short-term focus. These insights informed targeted culture transformation initiatives during the year.



Key Culture Initiatives and Actions in 2025

Leadership and Ownership

Leadership actively championed culture through five Managing Director town halls that engaged over 3,000 employees, strengthening alignment and values-based leadership. More than 100 Culture Champions were trained and deployed across the Group to embed and sustain culture initiatives at business-unit level.

Employee Engagement and Behaviour Reinforcement

Employee engagement was strengthened through structured platforms, including the Stories of Transformation initiative, the "TUMESHAVUKA HUKO" campaign, and HR-led Culture Chats. These initiatives reinforced expected behaviours, encouraged open dialogue, and strengthened trust across the organisation.

Capability Building and Collaboration

Approximately 90% of planned culture advocacy sessions were delivered, enhancing understanding of values and behaviours. Heads of Departments participated in the Tembo Culture Lab, which identified priority culture challenges and practical solutions, contributing to improved cross-functional collaboration and teamwork.

Embedding Culture into Operations and Performance

Culture initiatives were closely linked to operational excellence and service improvement, delivering measurable outcomes: 100% first-contact resolution in selected processes, over 5,000 staff man-hours saved through process optimisation, and efficiency gains exceeding 40% in targeted service areas.

Technology as a Culture Enabler

Technology supported collaboration and transparency, with Microsoft 365 utilisation reaching 90%, exceeding internal targets. Continuous listening tools, including QR code-based feedback mechanisms, enhanced employee and management engagement and responsiveness.

Monitoring and Sustaining Our Culture

The Bank continues to monitor culture through ongoing employee feedback on endorsed and non-endorsed behaviours, including integrity-related matters, enabling timely interventions and accountability. Preparations are underway for a Five-Year Culture Impact Assessment to evaluate the long-term impact of culture investments.

In 2025, the Bank further strengthened culture as a strategic asset by deepening leadership ownership, empowering employees, enhancing collaboration, and linking values directly to operational and financial outcomes, supporting sustainable value creation for all stakeholders.

Talent, Culture, Leadership and Capability Development

CRDB Bank's human-capital agenda combines capability building, culture development, succession readiness and inclusive leadership. The workforce profile depicts a relatively young organisation, with 38% of employees below 35 years, 55% between 35 and 50 years, and 7% above 50 years. This balance supports continuity while providing room for fresh skills, internal mobility and long-term leadership development.



The strength of CRDB Bank GROUP has always rested on the calibre and character of its people. During the 2025 FY, we reaffirmed that conviction by placing our human-capital agenda at the centre of strategic execution. This section introduces the initiatives that are shaping a workforce able to convert bold aspirations into measurable results - programmes that blend technical mastery with values-driven behaviour, cultivate next-generation leaders, and embed a culture where innovation and accountability thrive side by side. Our guiding premise is simple: sustainable financial performance must be matched by an equally sustainable pipeline of skills, mind-sets and inclusive leadership practices.

The Bank's demographic profile provides a strong platform for that ambition. A youthful cohort (38% of employees are under 35), brings digital fluency, fresh perspectives and adaptability, while the 55% who fall between 35 and 50 supply hard-won institutional knowledge and relationship depth. The remaining

7% over 50 anchor the organisation with seasoned judgement and mentorship, ensuring that tacit expertise is transferred rather than retired. This balance allows us to pursue aggressive growth targets without compromising continuity or control, and it informs how we sequence capability programmes across career stages.

Against this backdrop the Talent, Culture, Leadership and Capability Development agenda is structured around four pillars: (1) capability academies that align technical learning to strategic priorities; (2) culture-building interventions that hard-wire customer obsession, ethical conduct and performance ownership; (3) succession-readiness frameworks that identify and accelerate high-potential talent for pivotal roles; and (4) inclusive-leadership initiatives that deepen gender diversity and embrace wider dimensions of equity and belonging.

38%

Below 35 years

Supports future talent pipeline and digital adaptability

55%

35-50 years

Provides core management and specialist depth

7%

Above 50 years

Retains institutional memory and senior expertise

Leadership and capability development in 2025

Indicator	2025
Staff participated in leadership programmes	321
Staff participated in Professional certifications	216
Women attending leadership programme	172
Successors identified for critical roles	332
Women promoted to leadership roles in 2025	18
Women promoted to leadership roles, 2023-2025	66
Wellness-programme participants	2,500

Culture and engagement.

Employee engagement at CRDB is reinforced through CEO Town Halls, anonymous surveys, structured recognition such as the CEO Awards, and a broader culture-transformation programme that emphasises ownership, openness and performance discipline.

Capability development.

The Bank continues to use blended learning, digital training, technical programmes, mentoring and professional education to improve readiness for evolving business, regulatory and technology demands. LinkedIn Learning remains available to all employees, and completion is tracked through HR controls.

Inclusion and leadership pipeline.

The SHE Initiatives, women-focused leadership development, the Shadow Board concept and partnerships to widen disability inclusion support a more diverse and resilient pipeline for future leadership roles.



Our People and Culture

Our Human Resources strategy is anchored in a fundamental belief: an engaged, healthy, and productive workforce is the very foundation of organizational success. Throughout 2025, we have remained steadfast in our intent to building a people-centric culture that empowers employees to perform at their best, both individually and collectively. Our efforts have been focused on three strategic pillars; engagement, health and productivity which enables us to attract, retain, and grow top talent while building a high-performing and future-ready

organization to serve our customers and communities.

In support of these pillars, we prepare monthly reports for the Executive Committee and quarterly reports for the Board. We also submit regulatory reports to the Bank of Tanzania (BOT), with a focus on capacity building and employee development, in addition to other ad-hoc internal reports as required.

Workforce Growth and Demographic Profile

 Number of employees by Institution	2025	2024
Total number of employees	4,528	4,251
CRDB Bank Plc	4,111	3,971
CRDB Bank Burundi	249	179
CRDB Bank Congo	92	59
CRDB Bank Insurance	29	25
CRDB Bank Foundation	18	12
 Number of employees by Senior Management		
All senior leaders (From mid to senior level)	94	86
Male	73	68
Female	21	18
 % of employees by age		
Below 35 years	38%	38%
Between 35 and 50 years	55%	55%
Above 50 years	7%	7%

Our team continued to expand in 2025, reflecting our business growth and strengthening regional presence. The Group workforce concluded the year at 4,528 employees, a net increase of 277 colleagues (6.5% year-on-year growth). This expansion was driven primarily by our regional subsidiaries, with CRDB Burundi and CRDB DRC scaling up to support our operations. A key strategic achievement was the improvement in our gender composition, with the female headcount increasing by 103 during the year, directly supporting our diversity and inclusion objectives.

Our workforce is experienced and mature, with an average employee age of 38 years and an average of 9 years of work experience. Looking ahead, with 2.4% of our workforce nearing retirement within the next five years, we are proactively managing talent renewal and robust succession planning to ensure business continuity, having already identified 332 successors for all critical roles.

Employee Well-being and a Healthy Workforce

Number of employees attending wellness



We recognize that employee well-being is essential to both individual and organizational success. During the reporting period, we deepened our holistic support systems through our Employee Support Program (ESP), designed to provide emotional, professional, and personal support.

Our proactive approach to mental health was a key priority. We expanded our "Do not die in silence" campaign, which provides a confidential, outsourced counselling toll-free line available 24/7, home-based support, and professional counselling for challenges such as alcoholism, marital issues, and debt. During the reporting period, we conducted mental health forums across our headquarters and subsidiaries. In Quarter 2 of 2025, a total of 894 employees participated in these forums under the theme "Don't Struggle in Silence - Let's Talk Mental Health," addressing issues like workplace stress, burnout, and anxiety.

Our dedication to physical wellbeing is demonstrated by one of the most comprehensive medical insurance covers in the market. During the reporting period, we engaged a new medical insurance provider, bringing improved benefits to staff and their dependents. Over a five-month period, our

partnership supported 13,995 members, with the Group committing TZS 15.5 billion to the scheme. Children represented the largest share of beneficiaries at 51%, highlighting the family-centric nature of our support. For advanced treatment, we facilitated foreign medical referrals for 50 staff and their family members to specialized hospitals in India and Thailand. We are also actively exploring coverage for services like In Vitro Fertilization (IVF).

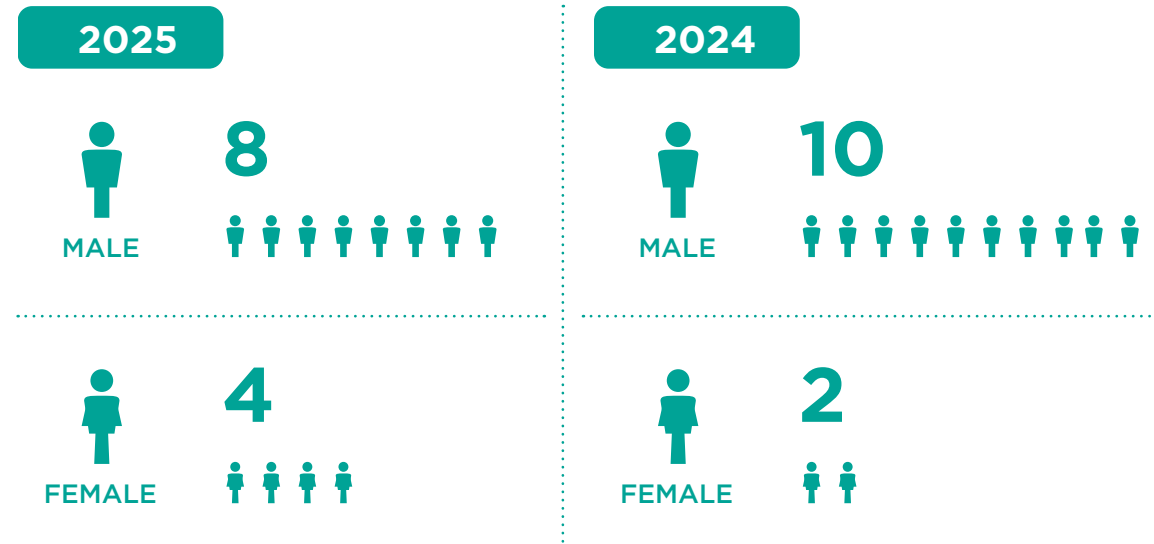
In addition, we further support employee wellbeing through credit facilities, financial literacy programs, car and mortgage financing at favorable rates, and a conducive working environment that includes gym, spa, and recreational facilities at our Head Office. These efforts contributed to a notable reduction in sick leave and a sustained low attrition rate of 2.7%, one of the lowest in the market.

Our Business Continuity Management Systems are fully certified, ensuring that we remain prepared for disruptions. During the reporting year, when flooding affected several branches, our robust contingency plans enabled us to respond swiftly, hence minimizing impact on both employees and operations. We promoted the use of alternative transaction channels, deployed mobile branches, and ensured customers could still be served through nearby locations. Beyond crisis response, we have set a target for at least 20% of employees to work remotely at least once a month so that we strengthen business resilience, reduce transport emissions and office resource consumption.



Fostering an Engaged and Inclusive Workplace

Board Composition



During the reporting period, we fostered engagement and a sense of belonging through numerous initiatives that celebrated our people and their contributions. Our efforts have directly contributed to a rising employee satisfaction score, which reached 94% in 2025 (the most recent Ipsos survey conducted), a slight jump from 87% in 2024.

Our drive to Diversity, Equity and Inclusion remains a key priority of our culture. Our key highlights in 2025 include:

- » **Gender Diversity:** We enforce recruitment rules requiring at least one qualified female candidate on every shortlist of three. This has helped increase female representation to 46%, with a Board composition standing at 4 female and 8 male members.
- » **Women in Leadership:** We invested approximately TZS 500 million in leadership programs for women. Our flagship Shadow Board program nurtured 30 female talents by giving them exposure to the highest authority in the organization. This program resulted in a total of 104 women promoted to leadership roles in the last three years.
- » **Inclusion for Men:** We introduced initiatives for men including an annual Men's Month every November, focusing on self-awareness and capability building. A Shadow Board program for men is in development.
- » **Disability Inclusion:** We entered into a Memorandum of Understanding (MoU) with Comprehensive Community Based Rehabilitation in Tanzania (CCBRT), a local NGO dedicated to providing specialised, affordable medical and rehabilitative services for people living with disabilities. This partnership aims to identify talent from the CCBRT database. During the reporting period, we were able to recruit one person living with disability.

Our Employee Volunteering Program, themed "Make a Difference Day," inspired staff to give back, raising funds for hospitals, orphanages, and schools. Notably, employees renovated classrooms and donated desks to Hamukoko Primary School and provided much-needed medical equipment to Kahama Municipal Hospital, demonstrating our collective commitment to social impact.

We also created platforms for recognition, dialogue, and celebration. Events like the Women Dinner Gala in the Western zone, under the theme "Connected to Rise: Women leading Change, Shaping Tomorrow," brought together 120 women and male leaders to acknowledge women's contributions and promote gender equality. Our commitment to inclusion was further highlighted by recognizing International Men's Day, focusing on men's health and positive contributions. Engagement initiatives like the HR Caravan visited all 252 branches, bringing HR closer to employees and reinforcing open dialogue. 2025 was capped off with vibrant team-building events such as the CRDB Supa Cup which engaged over 500 employees.

Driven by the integral role of workers' associations in championing staff welfare, we established 12 formal forums and focus group discussions to ensure fair representation. This collaborative foundation enabled us to maintain a fair and transparent approach, successfully execute a Collective Bargaining Agreement (CBA) between Management and the Trade Union; and close 100% of reported disciplinary cases in each quarter, guided by principles of natural justice and a focus on corrective development.

Cultivating a Productive and High-Performing Team

Bank-Wide Training		
Description	2025	2024
Amount invested in Training (TZS)	9.38 Bn	7.98 Bn
Total Training Hours	320,892	197,504
Average Learning Hours per Employee	68	47

We have always embraced a lifelong learning approach where we have invested significantly in building the right competencies across the Group. A total of 2,531 employees participated in various capacity-building sessions throughout the year, focusing on leadership capabilities, technical competencies, future skills, and interpersonal effectiveness.

Employees remain the Bank's most valuable asset; we prioritise continuous learning through targeted programs designed to build a capable, future-ready team. Employees are empowered to take active ownership of their professional growth by acquiring the skills and knowledge necessary to enhance their performance, advance their careers, and contribute meaningfully to the Bank's long-term success.

The Bank follows the 70-20-10 learning model:

- 70% from on-the-job experiences,
- 20% from mentoring and developmental relationships,
- 10% from formal training and coursework.

To support this, the Bank utilises its modern training centre and diverse learning methods, including:

- Blended learning with video conferencing,
- Web-based self-paced eLearning,
- Distance learning for professional qualifications,
- In-person training sessions, both internally and externally.

All employees have access to multiple learning options and are encouraged to continuously upskill in their areas of expertise and personal development to perform effectively in their roles.

Below are some of the sustainability-related trainings conducted in 2025:



» **Talent Acquisition and Mobility:** During the reporting period, we hired 460 new colleagues, with a strong emphasis on diversity and internal mobility. Women accounted for 48% of new hires in 2025, and internal mobility rose with 49% of roles filled internally. We also improved our recruitment efficiency, significantly reducing the average time-to-fill for both internal and external roles.

» **Our Performance Culture:** Our performance management processes foster a high-performance culture, achieving 100% completion of performance reviews, and enabling on-time bonus payouts. We placed a small percentage of employees on Performance Improvement Plans (PIPs) where we demonstrated our dedication to supporting all staff in meeting the high standards required for our collective success.

New Hires			
CRDB Bank Plc			
Age Group		2025	2024
20-29		206	79
30-39		121	57
40-49		22	5
Total		349	141
CRDB BURUNDI			
Total		70	35
20-29		26	18
30-39		36	15
40-49		8	2
CRDB DRC			
Total		36	17
20-29		14	10
30-39		19	4
40-49		3	3
CRDB Foundation			
Total		0	3
20-29		0	1
30-39		0	2
CRDB Insurance			
Total		5	7
20-29		3	3
30-39		1	4
40-49		1	0
Sub Total Subsidiaries		111	62
Grand Total		460	203

Business Continuity and Occupational Health and Safety

We maintained a robust governance framework for Business Continuity Management (BCM) and Occupational Health and Safety. The Group reported full compliance with OHS regulations, holding 251 valid OSHA certificates, one for every worksite, including all branches and headquarters. The Group's commitment to operational resilience is further evidenced by our active ISO 22301 certification for business continuity at its headquarters, with no changes to the certification scope during the year. Health and safety matters are reviewed quarterly by the Board and Executive Committee, underscoring management's active oversight.

Safety Performance

The Group continued to achieve a strong safety record, recording zero lost time injuries (LTI) and zero-work-related fatalities for the second consecutive year (2024-2025). A total of 2 hazards were reported in 2025, down from 3 in 2024. This decline reflects the success of continuous improvement programs in eliminating most previously identified risks; the two remaining hazards, such as earthing and manual handling, are currently being addressed. Notably, the average time to close reported issues improved significantly to 30 days in 2025. No near-miss reports or unsafe acts were recorded.

Health & Wellbeing

During the reporting period, 80% of employees underwent mandatory periodic medical screening. The participation included 1,040 head office staff and 2,160 branch staff. While this demonstrates strong engagement with physical health monitoring, there were no reports for mental health programs (individual or group counselling), top mental health themes, employees identified at health risk, or maternity/family care beneficiaries.

Training and Capacity Building

We achieved 100% Health and Safety training coverage across our entire workforce, with a total of 62,305 training hours delivered. The average training per employee was 19 hours, using a "train-the-trainer" model. The key programs included;

- » 2 hours of mandatory fire safety awareness for all employees and
- » 16 hours of specialized first aid training for designated first aiders, who then cascade training to their respective departments.

Ergonomics

Ergonomic assessments were conducted across all branches and headquarters. The Issues identified are addressed through monthly safety tips, LinkedIn Learning courses, and refresher user training. Furniture and equipment upgrades were made on a need basis. Digital ergonomics tools have been deployed across all locations, including proper lighting, adjustable computer screens, user-friendly software interfaces, and adjustable laptop stands.

Emergency Preparedness & Business Continuity

All 251 sites completed fire drills during the reporting period, with average evacuation times between 10 and 15 minutes. The crisis simulations included 2 key Business Continuity Management test scenarios: loss of ICT systems/voice communication and loss of building. Recovery time objectives (RTOs) were met for all time-critical processes tested.

Contractor Management

11 contractors with permanent residence at CRDB facilities completed Health and Safety inductions, representing 100% coverage. No contractor-related work incidents were reported. Health and Safety clauses are integrated into the contractor recruitment process and included in all tender documents.

Looking Ahead

We are committed to rolling out digital incident reporting (specific timeline and owner to be confirmed). The Human Resource department will establish 267 mental wellbeing champions in 2025, and the OSH Unit will link 12 safety KPIs to employee performance, also by the end of 2025.

Parental Leave

CRDB Bank supports employee wellbeing and work-life balance through parental leave benefits, including maternity and paternity leave, in line with Tanzanian labour legislation. The Bank's people-centred policies help employees manage family responsibilities while promoting an inclusive, supportive, and equitable workplace. Although parental leave metrics were not disclosed during the reporting period, CRDB remains committed to employee welfare, retention, and a positive workplace experience.

Community Empowerment and Sustainable Value Creation

The Group's TZS 2.5 billion CSI investment prioritised community wellbeing through comprehensive educational infrastructure, healthcare access, and youth empowerment initiatives. By constructing classrooms, donating desks, and supporting vulnerable children through orphanage development, the Group removed barriers to quality education. Health investments provided life-saving maternal care, cardiac surgery for children, and community medical screenings. These interventions strengthened community resilience, promoted financial inclusion through accessible banking, and fostered sustainable development across Tanzania.

Jadi Ngwale
Head of Corporate Social Investment



Building Foundations for Learning

Overcrowded classrooms, broken furniture, and limited access to technology create environments where concentration is difficult, dignity is compromised, and academic potential goes unrealised. We confronted this reality directly by committing TZS 850 million toward a comprehensive programme of educational infrastructure investment. This funding reflected our commitment to improving access to quality and inclusive education, with major investments directed towards classroom construction, renovation, and furnishing across multiple districts in Tanzania to

address critical gaps in education infrastructure and create long-term learning assets for communities.

Across the country, this investment translated into the construction and renovation of 12 classrooms, the supply of 630 desks and 2,300 chairs, and the donation of 78 computers to enhance digital literacy among students who would otherwise have no exposure to technology. These were deliberate, community-centered interventions designed to remove the physical barriers standing between children and a quality education.

The Ketu Jifunze Campaign: A Flagship Initiative

Nowhere was this commitment more vividly expressed than through the Group's flagship Corporate Social Investment initiative: the Ketu Jifunze Campaign, which translates simply and powerfully as "Sit and Learn." The campaign is rooted in a straightforward but profound insight: that for a student, a desk and a chair are far more than furniture. They are a foundation for concentration, comfort, and dignity. When a child has a place to sit, they are more likely to attend school, stay engaged, and perform. When that seat is missing, the consequences quietly ripple through attendance records, examination results, and ultimately, life outcomes.

Through the Ketu Jifunze Campaign, we invested TZS 253 million to respond to the persistent shortage of desks in government-owned schools, a challenge largely driven by the increasing number of pupils enrolled each year. During the reporting period, the campaign footprint expanded significantly, deepening the Group's presence across all operational zones. We supplied a total of 630 desks and 2,300 chairs and tables nationwide across the Bank's Zones, creating seating capacity for approximately 4,190 pupils at any given time. More specifically, the campaign extended its reach to 59 councils and 61 public schools, distributing 515 student desks and 2,346 tables and chairs to under-resourced primary and secondary schools; from Mavuji Secondary School in Kilwa to Mahinge Primary School in Mbulu. The campaign brought renewed hope and measurably improved conditions to classrooms in communities that had long been overlooked.

Given the average annual pupil turnover in public schools, these desks and chairs are projected to benefit approximately 40,000 students over a 10-year period, making it a sustainable, non-perishable investment that continues to improve learning conditions for successive generations of pupils. The results went beyond physical infrastructure: school management and local leaders reported improvements in student attendance, heightened concentration, and greater academic engagement in the wake of furniture deliveries. Handover ceremonies became meaningful platforms for community dialogue and connection, reinforcing our identity as a committed partner in Tanzania's national development agenda.

The campaign also demonstrated that doing good and doing well are not mutually exclusive. The relationships forged with councils, schools, and community groups generated measurable business value, facilitating the mobilisation of TZS 82.6 billion in new deposits and the opening of over 108,190 new accounts, with meaningful contributions from the education, health, and community sectors. The Lake Zone region led in deposit mobilisation, while the Highland, Lake, Northern, and Western Zones distinguished themselves in new account openings, a testament to the power of genuine community investment as a driver of sustainable growth.

Supporting Vulnerable Children

The Group's educational commitment extended beyond classrooms and furniture to encompass the most vulnerable members of society. Recognising that orphaned and at-risk children face compounding barriers to education and well-being, the Group invested TZS 140 million in the construction of the Kitopeni Orphanage Centre in Bagamoyo - a purpose-built facility designed to provide shelter, care, and a nurturing environment for children in need.

The project followed the relocation of the orphanage from Mtoni Mtongani, which had been severely affected by heavy floods. The new facility is being developed as a comprehensive centre integrating school infrastructure and residential facilities to provide vulnerable children with a safe, stable, and conducive environment for both learning and living. Importantly, most of the children supported by the centre are those with special needs, including physical and intellectual disabilities, who require specialised care, accessible infrastructure, and a supportive learning environment. Once completed, the centre will accommodate up to 1,000 children at any given time. Given the long-term nature of the infrastructure, the facility is expected to support over 10,000 vulnerable children over the years, significantly improving access to education, shelter, psychosocial support, and long-term life opportunities for orphaned children and children with disabilities.



School, which had been previously constructed with the Group's support. During the handover of the renovated infrastructures, it was observed that students preparing for national examinations (Forms II and IV) were sleeping on mats in old classrooms due to a lack of dormitory facilities. In response to this urgent need, we donated 150 mattresses as a short-term intervention to ensure that students could rest and prepare well for their examinations.

Furthermore, during a fundraising event held alongside the launch of the Group's Buhigwe Branch, where the Guest of Honour was the then Vice President, Dr. Philip Mpango, we contributed TZS 100 million towards the renovation of classrooms in two other

government schools within the district. This contribution followed the Vice President's strong emphasis on the urgent need to improve the schools' learning environments to ensure that pupils in the district are afforded quality education.

150

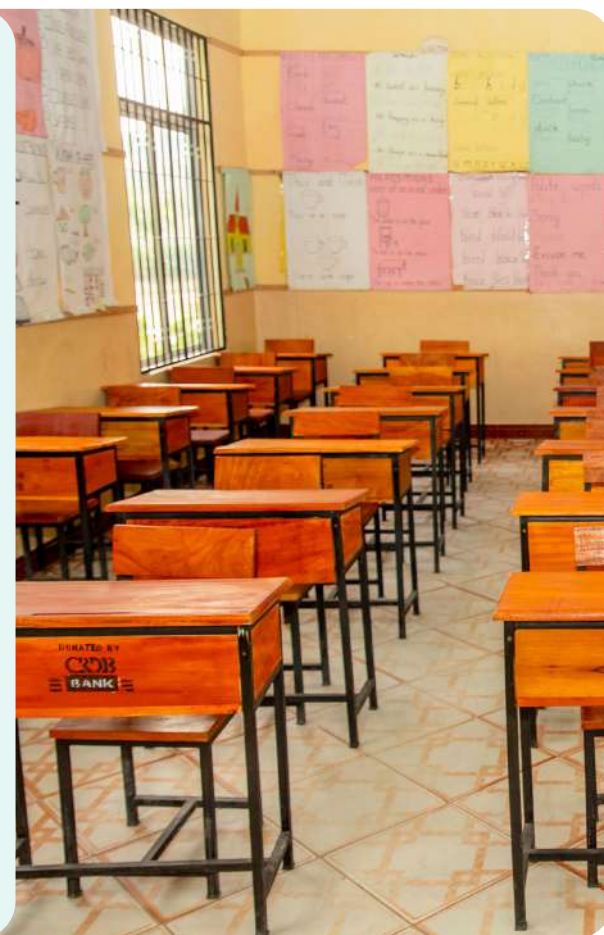
In response to this urgent need, we donated 150 mattresses as a short-term intervention to ensure that students could rest and prepare well for their examinations.



Expanding Classroom Infrastructure Across Multiple Districts

Additional support for classroom construction and infrastructure improvements was undertaken in Ludewa, Rorya, Meatu, Bumbuli, Geita, Hai, and Arusha District Councils, with the objective of improving learning conditions and expanding access to quality education. A total of 12 classrooms were constructed and renovated across these districts, directly addressing critical infrastructure gaps in government schools.

Based on the national standard of an average of 45 to 50 pupils per classroom in public primary and secondary schools, these facilities are estimated to accommodate approximately 540 to 600 pupils at any given time. These interventions significantly reduced overcrowding, improved learner safety, and created more conducive learning environments for pupils. A focus was placed on inclusive education by providing specialised infrastructure for pupils with special needs. These included classrooms equipped with appropriate furniture, accessible facilities, and supportive learning spaces designed to accommodate children with physical and intellectual disabilities. The support enhanced accessibility, comfort, and dignity for learners with disabilities, enabling them to participate more effectively in classroom activities and improving their overall learning experience.



Enhancing Safety, Digital Learning, and Holistic School Infrastructure

Beyond classrooms and desks, we also invested in enhancing safety, security, and digital learning in schools by supporting the construction of school perimeter walls, the provision of clean water facilities, and the supply of computers. A total of 78 computers were distributed to schools in support of the implementation of the new government curriculum, which emphasises ICT integration and digital literacy. This intervention improved pupils' exposure to technology, enhanced teachers' ability to deliver curriculum content

effectively, and better prepared students for a technology-driven learning environment.

Further support was extended to critical school infrastructure, including toilets, perimeter walls, dormitories, teachers' offices, and clean water systems in Rombo, Ruvu, and Kwimba District Councils. Recognising that health and hygiene infrastructure are inseparable from educational outcomes, these investments collectively enhanced access to education, improved school safety and hygiene standards, promoted inclusivity, and strengthened the overall quality of learning environments across the country.

Strengthening Community Health

Health remained a central pillar of the Group's Corporate Social Investment (CSI) agenda, with a total of TZS 540 million invested in strengthening healthcare delivery, expanding access to specialized treatment, and supporting preventive health initiatives. Alongside our educational investments, the Group responded to equally urgent and often life-threatening gaps in healthcare access with a suite of targeted, high-impact interventions. These investments were

guided by a clear understanding that access to quality healthcare, especially specialised care, remains deeply inequitable, and that the private sector has both the capacity and the responsibility to help bridge this gap. Accordingly, the interventions were strategically designed to address critical gaps in maternal health, child cardiac care, cancer treatment, community health awareness, and health infrastructure, particularly for underserved populations.

Expanding Access to Specialised Maternal and Cardiac Care

As part of our commitment to expanding specialised healthcare services, we allocated TZS 100 million each to the Comprehensive Community-Based Rehabilitation in Tanzania (CCBRT) and the Jakaya Kikwete Cardiac Institute (JKCI). Support to CCBRT focused on enhancing care for women with high-risk pregnancies, improving access to life-saving maternal services, reducing complications, and easing the financial burden on vulnerable families. Through this partnership, we supported 154 women with high-risk pregnancies, providing them with the specialised care that significantly increases the chances of safe delivery and healthy outcomes for both mother and child.

At JKCI, our support enabled 50 children with heart complications to receive diagnostic assessments, corrective surgery, and post-operative care. This intervention not only saved lives but also alleviated the emotional and economic strain on parents who would have struggled to afford specialised cardiac treatment; addressing conditions that, left untreated, carry devastating consequences.

Cross-Border and Community-Based Health Outreach

A further TZS 100 million was directed to Benjamin Mkapa Hospital to support its specialised medical outreach programmes in Burundi, expanding access to advanced healthcare for underserved populations and strengthening cross-border medical collaboration. This investment recognised that health crises respect no national boundaries, extending expert medical care across the region.

In addition, we invested TZS 100 million in Afya Check for nationwide health outreach initiatives. Through this support, 14,313 people received free medical screenings, early disease detection services, immunization support, blood donation mobilization, and essential medication. The programme played a vital role in promoting preventive care and improving

A further **TZS 100 million** was directed to Benjamin Mkapa Hospital to support its specialised medical outreach programmes in Burundi



health-seeking behaviour in communities with limited access to routine medical checks, reaching many individuals who would otherwise have had little or no access to these services.

Strengthening Health Infrastructure and Cancer Care

To strengthen healthcare infrastructure, the Bank invested TZS 29.3 million to complete the construction of the Mukulu Health Centre in Iramba District, enhancing access to essential medical services and reducing long travel distances for surrounding communities. This investment directly strengthened primary care access in an underserved area.

We also contributed TZS 25 million to the Good Samaritan Cancer Hospital in Ifakara for specialised beds and mattresses, improving the quality, safety, and comfort of cancer care, particularly in rural areas where oncology services are limited. This procurement ensures that patients receiving cancer treatment have access to the basic dignities that support recovery.

Additional Preventive and Public Health Interventions

Further health interventions included the provision of maternity ward equipment, hospital stretchers, benches, and mosquito nets in Gairo District to improve patient comfort and infection prevention. We also supported key public health awareness platforms such as Zanzibar Afya Week and the Tanzania Dental Expo, both of which promoted preventive healthcare, improved health literacy, and encouraged early health-seeking behaviour.

Youth and Women Empowerment

We recognize that a lack of platforms for talent and leadership development can lead to disenfranchisement. Youth empowerment therefore accounted for a significant proportion of CSI funding, reflecting the Group's strategic focus on nurturing future generations and advancing its youth empowerment agenda through sports, leadership development, innovation, and economic inclusion. To change this, we invested approximately TZS 1.2 billion under this pillar to support initiatives that promote talent development, skills building, entrepreneurship, and positive youth engagement, in line with its commitment to creating opportunities for young people to realize their potential.



Investing in Sports Infrastructure and Grassroots Development

In the year under review, the Bank supported Phase One of the construction of Kyerwa Stadium, providing a major platform for youth sports development, talent nurturing, and community engagement. This investment created an inclusive sporting infrastructure that enables young people to participate in organized sports, develop discipline and teamwork skills, and access pathways to professional football and related careers. The Bank also supported the Ndondo Cup 2025, strengthening grassroots football and youth engagement nationwide by offering young players a competitive platform to showcase their talents, gain exposure, and pursue opportunities in professional sports.

Additional youth-focused investments included support to Namungo Football Club, the Kuambiana Tournament, and the Kyerwa District Football League, further reinforcing the Bank's commitment to grassroots sports development and youth participation across regions. These sports tournaments collectively provide platforms for talent development and community cohesion.

Fostering Leadership and Economic Inclusion

Beyond sports, the Bank supported youth leadership and innovation through the African Leadership Summit organized by the Uongozi Institute, as well as financial literacy forums facilitated by Green Kids and Youth Foundation. These initiatives equip young people with skills for sustainable livelihoods. Furthermore, agricultural empowerment initiatives were implemented to equip young people with entrepreneurial skills, financial knowledge, and pathways to sustainable livelihoods.

Customer Relationship Management and Financial Inclusion

Customers are at the core of our purpose. Our approach to customer relationship management is holistic and deeply integrated into our EVOLVE strategy, recognizing that trust-based relationships are fundamental to our long-term value creation. We encompass the entire customer experience where we ensure that every transaction (digital, physical or in-branch) is responsive and seamless.

Board-level Oversight of Customer Experience

The Board receives regular reports on customer experience performance. Key findings from critical initiatives such as the bi-annual Net Promoter Score (NPS) surveys and outcomes from the Mystery Shopping Survey, are formally reported to the Board. This ensures that the Group's leadership has direct visibility into customer sentiment and the effectiveness of our relationship strategies. Additionally for our Al Barakah customers, trust is reinforced by a dedicated and independent Shariah Advisory Board. The Board reviews and approves all Al Barakah products to ensure they are Shariah-compliant before they go to market, providing our customers with absolute assurance that their financial dealings adhere to Islamic principles.

Management Accountability on Customer Excellence

The Customer Experience (CX) function operates under a structured governance framework. The function collaborates with critical departments; including ICT, Banking Operations, Business Transformation, Risk and Compliance, and Treasury; through a robust incident management system. To drive accountability, monthly reports from initiatives like the Telephone Monitoring Service, which addresses branch-level support from the head office, are discussed in Customer Experience forums chaired by the Group's Managing Director. These forums review service gaps, track corrective actions, and ensure that learnings are cascaded throughout the Group.

While each subsidiary (DRC and Burundi) has its own dedicated customer experience team, the Group provides overarching direction, guidance, and support. This ensures a consistent, high-quality standard of customer excellence across the Group, while allowing for local adaptation, such as preparing communication materials in French and local languages to respect cultural and linguistic diversity.



Proactive Customer Value Management

We implemented a comprehensive CVM framework to deepen engagement and increase customer lifetime value. This data-driven approach allowed us to execute targeted campaigns for upselling, cross-selling, and reactivating dormant accounts, successfully converting acquired customers into active users. Additionally, we empower customers with knowledge through online video tutorials on platforms like YouTube, guiding them on products such as SimBanking and Internet Banking. This fosters self-service and builds digital confidence. Internally, we empower staff through the Huduma Dhahabu initiative, which trains employees on service etiquette and complaint handling to ensure a consistently high-quality service experience.

Seamless Omnichannel Experience

We are very intentional to ensuring customers can access banking services conveniently through their preferred channels. This includes stable digital platforms (SimBanking and Internet Banking), a vast network of 38,883 CRDB Wakala agents, ATMs, and a 24/7 Contact Centre. During the reporting period, we enhanced agent support by creating a dedicated queue at the contact centre and deploying a specialist team to resolve their issues promptly, ensuring consistent service quality across all urban and rural access points.

Insight-driven Engagement

Our strategy is grounded in a thorough understanding of our customers. We analyse customer behavior, digital usage trends, and economic conditions to shape our approach. During the reporting period, critical insights revealed both a rapid growth in mobile banking adoption and continued reliance on assisted channels in rural areas. This informed a dual-pronged strategy of accelerating digital adoption while strengthening agent-led service delivery. To ensure we hear every voice, we launched the SMS Feedback Shortcode 15089 in 2022, which is a simple and affordable tool that collects real time feedback particularly from customers using feature phones.

01

Diaspora
The 24/7 Contact Centre ensures their inquiries are handled timeously.

02

Youth
Campaigns like CRDB "Let's Konekt", amplified through strategic partnerships with global brands like Trace Music, build relevance and early brand loyalty.

03

Women
Partnerships with platforms like Malkia Choice FM reinforce our commitment to financial inclusion and economic empowerment.

04

Islamic Banking Customers
We serve customers in key sectors like Agriculture, Transport, and Trade through specialized Shariah-compliant structures such as Murabaha, Ijarah and Istisna, delivered with the same convenience and excellence as our conventional products.

Ensuring Process Integrity

The Return to Sender initiative directly addresses the risk of poor process execution. By analyzing and eliminating repeat customer requests in critical processes like account opening and loan processing, we ensure that staff adhere to turnaround times and deliver a right-first-time experience, thereby reducing customer frustration and operational risk.

Robust Incident and Complaint Management

We manage customer issues through a tailored incident management system. When a customer contacts us, the CX team logs the issue and creates a "ticket," which immediately loops in the relevant internal teams based on severity. Notifications are cascaded via group chats to branches and management to ensure rapid resolution. The Complaint Buster initiative further strengthens this process by motivating branch staff to log all complaints, giving the CX team full visibility of customer pain points. This enables us to identify systemic issues and improve our underlying processes, reducing the risk of recurring problems.

Additionally, we actively assess our exposure to climate-related risks by collaborating with the Business Continuity Management (BCM) Unit to identify disaster recovery centers in locations like Dodoma and Arusha, mitigating risks to our Head Office in a low-lying coastal area. Our framework is designed to ensure reliability, responsiveness, and regulatory compliance.

Net Promoter Score (NPS)

Our primary metric for customer loyalty and advocacy is the NPS. We conduct surveys twice yearly, sampling 30% of our customer base to gauge their likelihood of recommending the Group.

NPS Score	2025	2024
Group	73%	69%

Service Quality and Process Adherence

- » **Mystery Shopping Survey:** This anonymous vendor-led initiative was our most successful CX initiative in 2025. We evaluated service quality, professionalism, and discipline across all channels (branches, online, head office) hence providing unbiased data to drive improvements.
- » **Internal Staff Satisfaction:** We conduct quarterly internal departmental surveys to capture staff sentiment. All findings are mapped to actionable plans with progress tracked and reviewed, recognising that engaged employees are essential to delivering excellent customer experiences.

Financial Inclusion and Capacity Building

We are dedicated to fostering financial inclusion by ensuring that our community can access affordable and convenient financial products and services, regardless of location, background, or financial status. Our brand propositions and offerings have been designed to cater to our customers' diverse and evolving needs. To this end, we have invested significantly in the latest technologies and innovative delivery channels, ensuring our services are accessible to everyone. We are committed to providing a level playing field for our customers, especially those in underserved and remote areas, to help them achieve their financial goals and aspirations.

This commitment has been translated into tangible growth. We have seen a significant increase in our customer base, which has grown to 7.2 million from 6.4 million in 2024. This growth is attributed to the expansion of our agency banking services, which has played a crucial role in providing access to financial services. We have grown our agency network to 38,883 from 36,566 in 2024, highlighting our dedication to delivering services to the unserved population. Furthermore, the Bank has recorded a 43% year-on-year increase in online transactions on Simbanking and a 16% increase in internet banking.

Creating an enabling banking environment for everyone

Promoting financial inclusion also involves increasing the accessibility of our financial products for low-income earners. Through our various digital solutions, we have managed to improve the accessibility of our banking products for the underbanked community. We believe that digital transformation to reduce the cost of access is crucial for greater financial inclusion. Accordingly, we have carried out several initiatives to provide communities with affordable products and services that elevate their financial well-being.

For instance, we have entered into several agreements with international agencies to secure funds that facilitate the provision of affordable loans to women and youth. Through such funding arrangements, the Group has provided affordable loans to women and youth borrowers, particularly in the education and health sectors, MSMEs, and the informal sectors in Tanzania.

Description	Number of Loans	Outstanding Balance (TZS Million)
Loan to MSMEs	42,184	2,183,883
Loan to Women	1,527,615	1,887,433
Loan to Small Farmers	14,408	113,450
Loan to Youths	1,500,582	115,453
Total	3,084,789	4,250,219

The table above shows the number and amount of loans outstanding that qualify for programmes designed to promote small business and community development

Mitigating Service Disruption Risks

The migration to a new core banking system in 2025 presented a significant operational risk. The CX function played a critical role in managing this transition, acting as the frontline for customer inquiries and ensuring that a spike in interactions did not lead to a breakdown in trust. Despite the system change, our customer loyalty metrics improved, demonstrating the resilience of our risk mitigation strategies.



Strategic initiatives to drive SME growth and financial inclusion

The Group has established both short- and long-term strategies to expand its portfolio of qualified loans that promote small business growth and community development. As part of the 2026 strategic focus, we are prioritizing the growth of the SME sector by unlocking the potential of micro, small, and medium enterprises. This will be achieved through the provision of tailored financing solutions, advisory services, and digital tools designed to support entrepreneurial success and stimulate broader economic development.

In addition, we aim to broaden financial inclusion by extending our reach to underserved retail customer segments. This involves offering targeted and accessible product solutions, competitive and affordable pricing, and strengthening distribution channels to ensure services are available and convenient for customers across diverse communities. Together, these initiatives form the

foundation of the Group's commitment to advancing small business development, enhancing community resilience, and supporting inclusive economic growth.

Number and amount of past due and nonaccrual loans

In accordance with our commitment to transparency and sound credit-risk reporting, the Group discloses information on loans that qualify for programmes designed to promote small business growth and community development. As at the reporting date, the disclosure encompasses all qualifying loans that are past due, on nonaccrual status, or subject to forbearance, presented on a gross outstanding basis prior to allowance for expected credit losses. These classifications reflect the Group's accounting and regulatory definitions for credit impairment and borrower concessions. The table below provides the number and amount of past due and nonaccrual loans, thereby offering stakeholders clear visibility into the credit quality of the below loan category.

Description	Number of Loans	Amount of Past Due (TZS Million)	Number of Loans	Amount non-accrual loans (TZS Million)
Loan to MSMEs	12,748	333,586	1,666	20,191
Loan to Women	14,127	95,986	865	7,984
Loan to Small Farmers	4,888	24,703	390	5,038
Loan to Youths	13,552	62,733	780	13,228
Total	45,315	517,010	3,701	46,442

Promoting financial literacy

We strongly believe that financial literacy empowers our stakeholders to make better and more informed financial decisions, helping them gain control of their future. To this end, we have implemented a diverse range of initiatives designed to enhance financial knowledge and awareness. Every year, we organise seminars, including "Uwekezaji Day" and the AGM, which incorporate topics on financial literacy for our shareholders and other stakeholders. These seminars are facilitated by experts from both within and outside the Group. In addition, our CRDB Bank Foundation continues to empower individuals with valuable financial literacy training and capacity-building sessions through its dedicated programme. These initiatives aim to enhance business and financial management skills, transforming lives and bolstering local economies to their fullest potential. During the reporting period, we reached 879,285 compared to 196,650 in 2024, women and youth across Tanzania, further solidifying our commitment to

fostering economic empowerment and sustainability within the communities we serve.

Furthermore, during holidays, we conduct free training sessions on financial literacy for students of all levels. Through these initiatives, we aim to educate and empower students to become more financially savvy and confident in making financial decisions.



Promoting financial inclusion through dedicated programmes

Our approach to financial inclusion also centres on the CRDB Bank Foundation's Imbeju programmes and our Al Barakah banking. Through the Imbeju programme, we are committed to promoting financial inclusion by offering various services and products, including savings accounts specifically designed to remove barriers for the unbanked and underbanked populations. These accounts come with no monthly maintenance fees, allowing customers to save their money without incurring unnecessary charges; customers only incur transaction fees, making the account both accessible and cost-effective. This initiative aims to empower individuals who may have previously felt excluded from traditional banking services. As a testament to our efforts, during the reporting year, 367,813 accounts were opened (2024: 144,810). Additionally, no account was closed during the year.

Our Al Barakah banking offers Islamic banking services designed specifically for the community's needs that adhere to Shariah laws. Unlike conventional banking options, our Islamic window provides tailored financial solutions that align with religious principles, ensuring that clients can manage their finances in a manner that respects their beliefs and values. We are committed to serving those seeking banking alternatives that are ethical and in harmony with their faith. In 2025, our fourth year of operation, we continued to experience significant growth, expanding our customer base from 296,000 in 2024 to 429,000 by the end of 2025; a growth of 44.9% year-on-year.

Governance and Market Confidence

The Sukuk's success was rooted in a governance structure that ensured rigorous compliance, transparency, and accountability. The official launch, graced by former President Hon. Jakaya Mrisho Kikwete, and the subsequent listing on the Dar es Salaam Stock Exchange on 19 November 2025, provided a public seal of credibility and market validation. This initiative strengthened the Group's liquidity, funding profile, and set a new benchmark for Islamic finance in Tanzania, positioning the country as a growing hub for ethical capital markets.

The Al Barakah Sukuk stands as a landmark achievement that transcends traditional financial metrics. It embodies our commitment to sustainability by:

- Promoting ethical investment through a transparent, asset-backed structure.
- Driving social inclusion by enabling broad-based investor participation.
- Enhancing governance through rigorous Sharia and regulatory oversight.
- Supporting the real economy by mobilizing long-term funds for responsible financing.

The initiative has strengthened the Group's strategic position and contributed to the development of a more inclusive, resilient, and sustainable financial ecosystem in Tanzania, serving as a replicable model for future issuances across the region.





Digital Transformation

Digital transformation is a fundamental strategic driver reshaping how we create value for stakeholders, enhance financial inclusion, and build a resilient business. We accelerated this journey by embedding digital intelligence into the core of our operations to drive efficiency, deliver seamless and accessible banking services across Tanzania and our regional subsidiaries.

Governance Structures Driving Digital Transformation

The Board of Directors receives regular updates on the progress of our strategic technology initiatives, including the performance of our new Core Banking System (CBS) and the management of associated risks such as cybersecurity and data privacy. This oversight is operationalized through a collaborative framework involving the ICT, Digital Banking, and Operations divisions, with clear escalation matrices for incident management and routine cross-functional reviews. This structure ensures that digital initiatives are aligned with the Group's overall risk appetite and strategic objectives, and that performance is monitored continuously. For instance, the establishment of a clear Incident and Management Escalation matrix, with routine reviews, ensures swift identification of areas for improvement and the automation of processes to safeguard customer experience and operational integrity.

Foundational Reset for Scalability and Agility

The single most influential strategic initiative of 2025 was the successful migration to and stabilization of our new Core Banking System, Temenos T24. This was a complete rest of our technological capability with the following salient features:

- The new API-driven architecture allows us to launch new products in weeks instead of months and integrate seamlessly

with fintech partners and government platforms. This harmonized technology foundation is now shared with our subsidiaries in the DRC and Burundi, ensuring consistent service and enabling rapid regional expansion.

- Post-go-live stabilization was achieved in just six weeks, the shortest in the Group's history, with core uptime stabilizing at 99.96%. This has eliminated major operational pain points like transaction lags and batch overruns, ensuring a reliable experience for our 6.4 million customers.
- The system is designed to handle exponential growth in customers and transaction volumes without a proportional increase in cost or risk, serving as the long-term backbone for future innovations like our Super App.

Automating for Efficiency and Empowerment

We are systematically embedding automation and artificial intelligence across our operations to drive structural efficiency and free our human capital for higher-value work, including:

- During the reporting period, we achieved 100% digital automation for bulk payments, fund transfers, and card reversals. The integration of all payment platforms into a single system reduced licensing costs and improved turnaround times. Our Trade Finance solution was automated within the new Core Banking System, eliminating manual income leakage.
- The deployment of AI assistants such as ASK HR, Know Your Procedures, and Swahiba Nijuze automated core Human Resource compliance and staff support functions. AI based CV screening reduced recruitment time by over 90%. Building on this success, we extended our AI capabilities to the Elle Chatbot, which now handles customer queries efficiently and simplifies

access to our products and services. Available on both the Group's website live chat and WhatsApp Business, Elle enhances service delivery by automating responses, reducing wait times, promoting digital engagement, and offering convenient self-service options.

- Lending turnaround times have been reduced from weeks to days, with select product now near-instant. The introduction of a Name Validation Application Programming Interface (API) and Exceptional Report for failed transactions (with instant refunds) builds customer confidence and ensures data accuracy.

Expanding Inclusive Access Through Digital Channels

Our strategy balances physical presence with digital reach to serve all segments of society. We are aggressively scaling our digital channels to bring banking to every corner of the country as we seamlessly integrated them with our branch network for a unified customer experience:

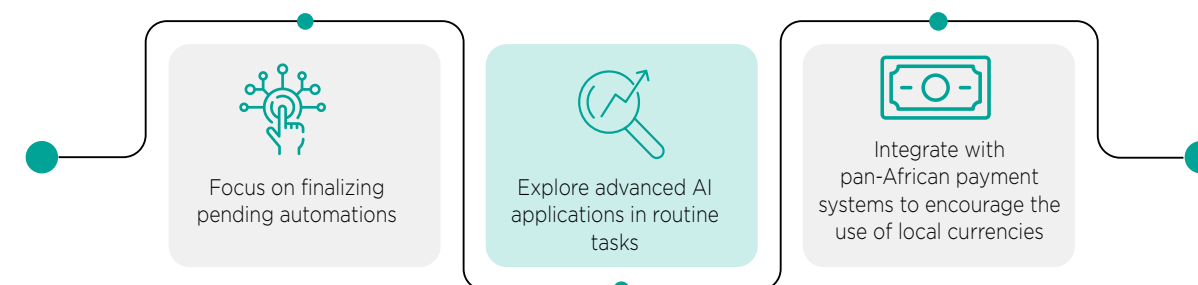
- Digital transactions, including internet and mobile banking, soared to 109.4 million, up from 78 million in the previous year. Critically, 72% of all retail transactions are now conducted outside of physical branches, reducing queues and travel time for customers.
- Customers move effortlessly between our enhanced mobile and internet banking platforms and our physical branches where digitized back-office processes ensure staff can serve them faster and more effectively.
- Our network of 38,883 agents expands financial inclusion deep into local communities. Our Diaspora-dedicated unit and WhatsApp Banking ensure Tanzanians abroad remained connected.

Performance of Our Digital Transformation Journey

We track our digital transformation journey through a set of metrics that measure operational efficiency, customer adoption, and risk mitigation.

Metric	2025 Performance
Digital Transaction volume (Internet and Mobile Transactions)	109 million
Retail Transaction Off-Counter	98%
Core Banking System Uptime	99.96%
Digital Channel Availability	99.9%
Lending Turnaround Time	From Weeks to Days/Instant
Recruitment Time (AI CV Screening)	Reduced by over 90%
SLA Adherence/Conformance Testing	More than 98%
Disaster Recovery Drills	100% completion

Key Targets



Case Study:

Powering Sustainable Urban Mobility

Dar es Salaam has long struggled with traffic congestion, inefficient public transport (dominated by informal daladala minibuses), and worsening air quality. The Mbagala corridor, a key artery connecting dense southern suburbs to the city centre, was particularly impacted, with commuters facing unpredictable journeys of up to two hours.



To address this, the government developed the BRT Phase II infrastructure, which is a 20.3 km dedicated rapid transit lane spanning from Mbagala through Kilwa Road, Chang'ombe, and Kawawa, with extensions to Gerezani, Ilala Boma, and future connectivity to Moroccho and Kigamboni. Built at an estimated cost of USD 159.3 million by Sinohydro Construction Limited, the physical infrastructure was in place. However, the critical missing piece was a sustainable, high-quality, and low-emission fleet operator.

Green Bond Financing for Clean Operations

The designated operator of Dar es Salaam's strategic Bus Rapid Transit (BRT) Phase II corridor, is transforming urban mobility by deploying a fleet of low-emission Compressed Natural Gas

(CNG) buses. The operator secured a Green Bond allocation of TZS 6.5 billion specifically to cover working capital requirements for its CNG bus operations. Unlike traditional financing for vehicle purchases, this green tranche targeted the operational heart of the system: fuel procurement, fleet maintenance, and reliable service delivery. This ensured that the environmental promise of the infrastructure was matched by clean, continuous operations.

Operational Deployment

Operations commenced with a fleet of 50 CNG buses, each requiring approximately 210 kg of fuel per full tank (total daily consumption: approximately 10,500 kg). Fuel supply is secured via a dedicated agreement with Lake Energy, which built on-site refueling infrastructure at the operator's depot, ensuring security and minimal downtime.

The economic and environmental superiority of CNG over conventional diesel is stark:

Metric	CNG Bus	Conventional Diesel Bus
Fuel per full tank	210 kg	400 litres
Unit Price	TZS 1,550/ kg	TZS 2,858/ litre
Cost per full tank	TZS 325,500	TZS 1,143,200

This compelling unit economy provides a durable business case for scaling the fleet to 200 buses by June 2026, further extending low-carbon service coverage.

Improved Urban Mobility and Travel Time Reduction

By operating on dedicated rapid transit lanes, these buses bypass the gridlock that plagues daladalas and private vehicles. Consequently, a journey from Mbagala to Kivukoni has been slashed from up to 2 hours to just 30 minutes. Routes to Gerezani and Ilala Boma now take 25-40 minutes. This reliability enhances commuter productivity and is driving a significant modal shift away from congested private cars, bodaboda (motorcycles), and bajaji (three-wheelers) toward structured mass transit.

Affordable and Inclusive Transport

The system offers a flat fare of just TZS 1,000 for adults and TZS 200 for students. Prior to the BRT, a commuter traveling from Mbagala to the city centre often spent TZS 4,000 per day using a chaotic combination of daladala, bodaboda, and bajaji to navigate congestion.

New daily return trip cost: **TZS 2,000**

Previous daily cost: **TZS 4,000**

Savings per commuter per day: TZS 2,000 (**50% reduction**)

The service now supports approximately 75,000 passengers daily, including 12,000 students, dramatically improving access to education and economic opportunities for low- and middle-income populations. The system has seen exponential adoption. Cumulative ridership has reached 6.4 million passengers, while average daily ridership has surged from 12,000 in November 2025 to over 70,000. This near six-fold increase in five months signals strong public confidence and unmet demand for reliable and affordable transit.



Employment Generation and Operational Safety

The operations have created 439 direct jobs, structured for operational excellence and dual driver shifts that extend service hours.

Category	Count
Drivers	184
Passenger Services	167
Technical (Workshop)	26
Scheduling/Dispatch	10
Management	11
Support/Admin	41
Total	439



Beyond direct employment, the service boosts broader economic productivity by reliably connecting citizens to employment centers, markets, and services across the city.

To ensure safety and reliability, the company has implemented stringent protocols such as daily pre- and post-operation bus inspections for gas leakages and mechanical issues; specialized driver training on CNG handling and safe refueling; and on-site technical support from Chinese exports for continuous training and maintenance oversight. A centralized depot in Mbagala integrates refueling, maintenance, and washing facilities, ensuring high standards of fleet management and safety compliance.

Case Study:

Cultivating Women Leaders - The He4She Mentoring and Board Shadowing Programme

Sustainability is not solely about environmental or economic performance; it is fundamentally about building a resilient, inclusive, and future-ready organization. A critical pillar of this is gender diversity in leadership. Recognizing this, we launched the Women Board Shadowing and He4She Mentoring Programme. This initiative is a direct response to the dual goals of accelerating women's leadership readiness and complying with the Bank of Tanzania's (BOT) directive to achieve at least 30% women in leadership positions. More broadly, it represents a commitment to building a sustainable internal talent pipeline of competent women who can drive positive change from within.



Tangible Results Inside and Outside the Bank

The programme has yielded significant, measurable outcomes that underscore its effectiveness in strengthening the bank's leadership fabric:

- **Strengthened Succession Pipeline:** The programme has created a robust and diverse leadership bench for critical positions. A total of 21 women have been formally identified as successors for senior roles, with 6 ready for Director-level positions and 15 prepared for Head of Unit roles. This has significantly reduced succession risk and ensured long-term leadership continuity.
- **Accelerated Career Growth:** Since its inception, the programme has directly contributed to the advancement of its participants. 4 women have been promoted, including one to Head of Unit and one to Branch Manager. Additionally, 6 women have gained invaluable experience through mobility programmes and board-level exposure, enhancing their cross-functional capability.
- **Executive Readiness:** The programme has proven its ability to prepare leaders for the highest levels of the organization. 1 participant was entrusted to act as Managing Director, while 3 others joined the CEO Apprentice Programme. These experiences have been instrumental in strengthening strategic decision-making and building C-suite confidence.
- **Industry-Wide Influence:** The programme's impact extends beyond the bank. By enrolling 5 women in the ATE Female Future Programme (focused on board readiness) and 5 in the HeForShe Leadership Mentorship Programme,

Structured Pathways to Leadership

The programme was designed to bridge the gender gap at senior levels by providing high-potential women with structured mentorship, executive exposure, and targeted development opportunities. By pairing emerging female talent with senior leaders and offering board-level shadowing experiences, the initiative aimed to move beyond theoretical training and provide real-world leadership immersion. This approach focused on building strategic thinking, executive presence, and the confidence needed to navigate complex organizational challenges.

Success Story: Azmina Hemed – From Mentee to Leader

The transformative power of the He4She Mentorship Programme is best illustrated through the journey of Azmina Hemed. Joining the programme as a young professional with strong technical skills and clear ambition. Azmina's trajectory was accelerated through structured mentorship, leadership exposure, and continuous guidance from senior leaders.

The programme provided her with the platform to sharpen her strategic thinking and build the executive presence necessary for higher responsibility. This culminated in a defining moment when she was entrusted to act in the capacity of Managing Director. This high-stakes opportunity allowed her to gain firsthand experience in executive decision-making and organizational leadership. Her performance during this period was exemplary, demonstrating maturity, resilience, and accountability.

Following this success, Azmina was promoted to a Head of Unit position. Her achievement is a testament to her individual commitment and the effectiveness of the programme. Today, Azmina serves as a powerful role model, inspiring other young

women within the bank and fostering a more inclusive, aspirational culture. Her story is a clear example of how targeted development programs can transform potential into performance and build a strong pipeline of future female leaders.

A Blueprint for Sustainable Inclusion

The CRDB Women Board Shadowing and He4She Mentoring Programme demonstrates that targeted investment in women's leadership is a strategic imperative with tangible returns. By building a robust succession pipeline, accelerating career mobility, and creating visible role models like Azmina Hemed, the bank is strengthening its long-term organizational resilience. This initiative serves as a replicable model for how businesses can embed gender equity into their core strategy, ensuring a more diverse, capable, and sustainable future.



The Al Barakah Sukuk - Catalyzing Ethical Finance and Sustainable Growth

In 2025, CRDB Bank Plc, through its Al Barakah Banking Window, embarked on a transformative initiative to address the growing demand for ethical financial instruments in Tanzania. The issuance of a multicurrency Ijarah Sukuk was a strategic commitment to fostering inclusive economic growth, strengthening governance, and embedding sustainability principles into the core of the Group's operations.



Strategic Alignment with Ethical Finance

The decision to issue the Sukuk was driven by a dual purpose: diversifying the Group's funding base and championing Sharia-compliant, asset-backed finance. Fully endorsed by the Group's Sharia Advisory Board and Main Board of Directors, the initiative exemplified a robust governance framework where ethical considerations and corporate strategy converge. By structuring the Sukuk on the Ijarah (leasing) model, we ensured that investor returns were linked to tangible, income-generating assets. This structure inherently promotes transparency and stability, aligning with the principles of responsible investment that underpin environmental, social, and governance (ESG) criteria.

Social Empowerment through Inclusive Investment

A key sustainability outcome of the Sukuk was its role in democratizing access to ethical investment. By setting up a low entry threshold of TZS 500,000 (approx. USD 1,000), we opened doors for retail and institutional investors alike to participate in a secure, Sharia-compliant asset class.

The overwhelming market response characterized by the oversubscription rates of 400% in the TZS tranche and 600% in the USD tranche, underscored a significant unmet demand for ethical finance and reflected deep investor confidence in the Group's governance. The mobilization of funds from 1,122 investors demonstrated the Group's ability to connect with a broad base of stakeholders, fostering financial inclusion and shared economic participation.

Economic Stewardship and Real-Economy Impact

The proceeds from the Sukuk were deployed from October 2025 into Sharia-compliant financing activities, directly supporting businesses and individuals with ethical capital. This deployment channeled funds into the real economy, contributing to job creation, enterprise development, and economic resilience. The Group's commitment to maintaining predictable, quarterly profit distributions, exemplified by the first coupon payment made on schedule in January 2026, reinforced our reputation for reliability and prudent financial management. The flexibility to expand the pool of underlying assets, in coordination with the Capital Markets and Securities Authority (CMSA), further demonstrated a collaborative approach to regulatory stewardship and market development.

Case Study: »

Christabella Supplies: A Partnership in Sustainable Growth

In 2019, Christabella Matei Makwinya launched Christabella Supplies' in Lindi, Tanzania, with a modest capital of TZS 5 million. Her vision was to build a reliable business supplying essentials such as maize, beans, cooking oil and uniforms to schools, universities, and government institutions across the country. While her operations spanned the nation through a network of tenders, her roots remained firmly planted in the southern region of Lindi.



The turning point came in 2020 when Christabella became a customer of the Group. With her first loan facility of TZS 10 million, she gained not just capital, but a partner who believed in her potential. This partnership marked the beginning of a remarkable transformation, one that illustrates the profound impact of accessible financial services on grassroots entrepreneurship and community development.

A Journey of Growth and Resilience

Over the next five years, the partnership between the Group and Christabella Supplies yielded extraordinary results. The business's capital base surged from TZS 5 million to TZS 60 million—an 1,100% increase, reflecting an average annual growth rate of 220%. This expansion was mirrored in her financial standing; her initial loan facility of TZS 10 million grew to TZS 30 million, a threefold increase that underscores her enhanced creditworthiness and the successful scaling of her operations.

This financial progress translated directly into tangible, long-term assets that strengthened her family's future and contributed to local infrastructure. With the Group's support, Christabella was able to:

- Construct a residential home in Mbezi Makabe, Dar es Salaam, a significant milestone in personal wealth creation.
- Purchase a strategically located plot of land near a secondary school in Lindi, with plans to develop student hostels.
- Invest confidently in her child's education, securing a place in a private school.

Empowering Communities, Building the Future

Christabella's story extends beyond personal success; it is a testament to the ripple effects of empowering a woman entrepreneur. Her future plans are deeply intertwined with the well-being of her community. She intends to build rental properties, focusing on safe hostel accommodations for female students, enabling them to pursue their education with greater security. Furthermore, she is planning to expand her business by acquiring her own warehouse and establishing a food processing plant to add value to local agricultural produce like maize. This forward-looking vision aims to create jobs, reduce post-harvest losses, and strengthen the local food supply chain.

A Testament to Partnership

Christabella's journey from a start-up to a thriving, asset-owning enterprise exemplifies the core purpose of sustainable finance. By providing not just capital but a consistent, supportive partnership, CRDB helped transform a small business into a cornerstone of its community. Christabella herself captures the essence of this relationship, expressing her deep gratitude with a powerful phrase:

"CRDB kwangu ni Mkombozi." (To me, CRDB is a Savior.)

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Our Approach to Ethical Leadership and Accountability

For CRDB Bank Group, governance is the pillar upon which trust is built and sustained.

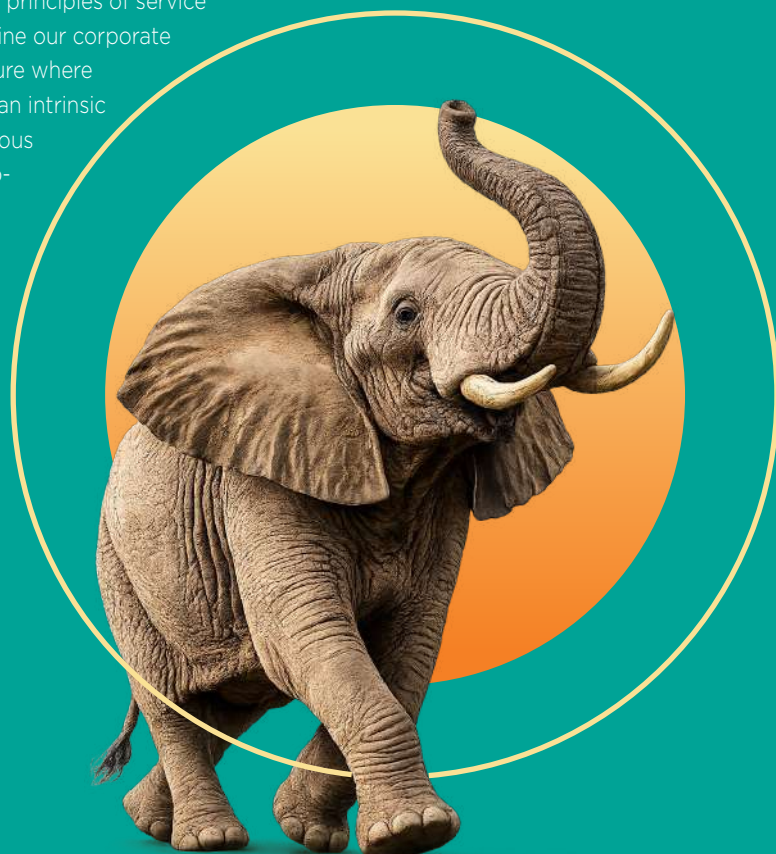
We recognize that our responsibilities extend far beyond the balance sheet, encompassing the reputations of our stakeholders, the integrity of the financial system, and the long-term prosperity of the communities we serve. This governance framework, rooted in a robust ethical culture, is our commitment to ensuring that every action taken across the Group aligns with the highest standards of professionalism, transparency, and accountability. We believe that a secure, reliable, and efficient financial system is a cornerstone of economic stability, and nurturing this ethical culture is essential to fulfilling our duty as a responsible corporate citizen.

This section details the comprehensive framework we have established to embed ethical conduct at every level of our operations. Our Code of Conduct provides a clear and actionable guide for all staff, outlining the principles of service excellence, integrity, and fairness that define our corporate character. We believe in cultivating a culture where compliance is not merely a mandate, but an intrinsic part of our identity, reinforced by continuous training, transparent reporting, and a zero-tolerance approach to misconduct.

The strength of our governance is reflected in our proactive efforts to drive market transformation and enhance customer value. When regulatory frameworks for new instruments like Green Bonds and Sukuk were not yet in place, we engaged with authorities to create them, demonstrating how ethical leadership can shape the financial landscape. This same proactive approach

underpins our commitment to customer protection, where we leverage digital platforms to ensure transparency and efficiency, and to responsible procurement, where we prioritize local suppliers and women-owned businesses to foster inclusive economic growth.

Furthermore, in an era of increasing digital dependency and cyber threats, our commitment to governance extends robustly into the realm of data security. Finally, we reaffirm our role as a responsible corporate citizen through our transparent and diligent fulfilment of all tax and social security obligations, ensuring that our financial success translates into a fair contribution to the development of the nations in which we operate.



Business Ethics

The Group is dedicated to protecting its own reputation and that of its stakeholders as it fulfills its responsibilities. This oversight rests entirely with the Group's management and employees. We believe that maintaining an ethical culture in the financial sector is crucial for customers, employees, regulators, and the integrity of the banking industry as a whole. A secure, reliable, and efficient financial system is one of the pillars of economic stability in any country. Therefore, nurturing an ethical culture is essential for us.



Governance Structures Guiding Business Ethics

Without strict separation between trading, settlement, and risk oversight, the Group faced potential conflict of interest, unauthorized exposures, and operational failures that could erode stakeholder confidence and trigger regulatory sanctions. Similarly, fragmented governance across insurance and procurement functions created blind spots in financial and supply chain risk.

To protect the Group and its shareholders, a strict segregation of duties is maintained. For instance, the Treasury Division's front office (trading), back office (settlement), and independent risk functions operate separately to prevent conflicts of interest.

An independent Risk Department monitors risk limits daily, and any breaches are subject to a formal governance process with direct reporting to management and the Board. Similarly, our Insurance Division has fortified its governance with a strong framework supported by the Board's Audit and Risk Committee, which conducts regular risk reviews and monitors internal controls to proactively manage financial and operational risks.

The Procurement Division plays a key role in upholding ethical standards across our supply chain. We ensure that regulatory compliance and ethical standards are consistently applied by enforcing procurement policies across all subsidiaries. This is achieved through close collaboration with subsidiaries, providing technical assistance during sourcing, due diligence, and contract reviews.

Objectives of Our Code of Conduct

The Group recognizes the importance of maintaining the highest standards of professionalism, integrity, honesty, and fairness among all its staff. Accordingly, we are committed to taking all necessary measures to uphold these principles. The objectives of this Code of Conduct are to ensure strict adherence to best banking practices in accordance with the Tanzania Bankers' Association (TBA) guidelines, and to promote a continuous commitment to ethical conduct and professional standards among all staff and stakeholders.

This commitment aims to strengthen the core values of both the Group and TBA.

Below are the specific objectives of our Code of Conduct:

- » Guide every staff member to meet their professional obligations to customers and other stakeholders by maintaining and enforcing the highest level of professionalism, integrity, and ethical conduct.
- » Ensure that staff conduct themselves in a manner that always befits the good name and image of the Group and the banking industry.
- » Ensure that every staff member complies with applicable laws and regulations guiding the banking industry by upholding and adhering to the spirit and principles provided for in this Code of Conduct.
- » Reaffirm and restate the commitment of the Group and its staff to adhering to specific obligations provided in this Code of Conduct and TBA, while putting in place mechanisms to enforce this Code and achieve its intended purpose.

Purpose of the Code of Conduct

The main purpose of this Code of Conduct is to set and maintain a standard for acceptable behavior for all our employees. It acts as a reminder to employees of what is expected of them, and further highlights that their actions should always align with the ethos of the business to protect the reputation of the Group and its employees.

The purpose is also to identify specific behaviors that are either essential to success, or that could negatively impact objectives or the wider reputation of the Group. We foresee compliance mechanisms, disciplinary procedures, and grievance actions that are appropriate if employees fail to comply with the Code.

Any employee who breaches the Code or fails to report an actual or suspected breach will be subject to corrective and disciplinary action. Such action can range from reprimands to termination of the working relationship, depending on the severity of the breach.

Core Principles of the Group Code of Conduct

Our core ethical values establish a corporate code of ethics that requires understanding and active participation from everyone in the Group.

This Code specifies the expected standards of behavior and the operating principles that must be followed. Every staff member is required to ensure that the Group maintains high ethical standards, and that adequate internal control measures are in place to guard against unethical practices.

Objectives	Objectives
Service Excellence	- Provide excellent service to clients, partners, and colleagues. - Value strong and long-term relationships with clients, partners, and colleagues - Strive to understand the need of clients, partners, and colleagues
Professional Behaviour	- Comply with professional standards and applicable laws and regulations - Avoid any action that may discredit the Group.
Integrity	- Earn trust by straightforward and honest behaviour in professional and business relationships. - Be truthful about the services provided, the knowledge possessed, and the experience gained.
Fair Business Practices	- Be committed to fair business practices and "arm's length" transactions. - Respect competitors and do not compete unfairly.
Accountability	- Understand one's responsibilities and decisions and assume them without trying to avoid them. - Report any relevant misconduct using the proper escalation and clearance protocol.
Objectivity	- Be objective in providing services and advice to our customers. - Address differences of opinion and handle them constructively and professionally.
Confidentiality	- Respect the confidentiality of information. - Do not misuse information of the Bank, clients or colleagues for personal advantage or for the benefit of third parties.
Respect and Diversity	- Treat all colleagues with respect, courtesy, and fairness. - Encourage and value the diverse mix of people, opinions, and experiences. - Promote equal opportunity for all.

Compliance with the Group Code of Conduct

Compliance with our Code of Conduct is embedded in our employment contracts, recruitment, and performance management activities. All employees must comply with the Code and report any conduct that may breach the law, the Code, or any policy.

Any employee, contractor, or consultant may confidentially report concerns about conduct, practices, or issues to our

Risk and Compliance department and the HR department. To help employees apply the principles of our Code of Conduct, we have developed a training course for newly appointed employees as part of the induction process. Annually, all employees are reminded of the Code of Conduct when declaring assets and liabilities. Additionally, employees must undertake mandatory training on anti money laundering and counter terrorist activity, personal data protection and privacy, and cyber security.



Reporting Compliance

Reporting misconduct is crucial to ensuring ethical practices and maintaining trust within the Group. Employees and stakeholders are encouraged to report any unethical behavior, fraud, or violations of Group policies through established channels such as the internal whistleblowing system, dedicated hotlines, or directly to the Risk and Compliance department and Human Resource department. We guarantee confidentiality and protection against retaliation for those who come forward with genuine concerns. By fostering a culture of transparency and accountability, the Group aims to uphold its integrity and commitment to ethical standards.

Driving Market Transformation through Innovation

Our commitment to ethics drives us to innovate responsibly and shape the regulatory landscape. When we issued the pioneer Green Bond, the Capital Market and Securities Authority (CMSA) did not yet have a framework in place. We proactively engaged with the regulator to develop the framework, effectively creating

the template for future sustainable bond issuances in Tanzania. This leadership extends to our work with the Dar es Salaam Stock Exchange (DSE) to get the instrument listed and tradable. Similarly, we obtained regulatory approval from the Bank of Tanzania (BoT) to include a US dollar tranche in the Sukuk Bond, a significant milestone in product innovation for Tanzania's capital markets.

Strengthening Customer Value and Protection

Bancassurance customers often faced delayed claims, opaque processes, and unclear complaint mechanisms, hence leading to dissatisfaction, regulatory penalties, and churn.

We deliver value by offering holistic financial solutions through bancassurance, grounded in a strong commitment to customer protection. This commitment is supported by robust compliance with the Tanzania Insurance Regulatory Authority (TIRA) and enabled by digital platforms that ensure transparent and timely claims processing.

Whistleblowing and Grievance Channels

We encourage you to report any misconduct or unethical behavior by its staff or any parties associated with the bank or its subsidiaries, provided the behavior relates to or impacts their work.

The Whistleblower and Witness Protection Act of 2015 makes it illegal for employers to retaliate against whistleblowers.

Staff are periodically trained as part of induction and ongoing development, encouraging staff and other stakeholders to bring forward information helpful in enforcing good corporate governance practices. Such information, including but not limited to the following which can be submitted through the channels below, and the bank will act on it accordingly:

Fraud, corruption, harassment, and theft

Abuse of power or authority

Sexual misconduct

Discrimination and harassment

Breaches of group policies and procedures

Human rights abuses

compliance and enhance the quality of assessments, we engage an in-house environmental expert who is certified and registered with the National Environment Management Council (NEMC) to conduct Environmental Impact Assessments (EIA).

We have also established a robust, secure, and accessible Grievance Redress Mechanism, designed to enable employees and stakeholders to raise concerns independently and confidentially. This system operates through both internal and external channels, allowing reports to be submitted via the Group's website, email, or mobile phone, either anonymously or with identifiable information. Once a grievance is lodged, Internal Audit plays a key role within the tiered oversight structure by receiving cases, ensuring proper documentation, and facilitating appropriate feedback. Depending on the severity and nature of the issue, matters are escalated to management or the Board.

In addition, the Group collaborates with external experts who manage a confidential reporting line based in South Africa. This line allows for anonymous reporting, with grievances collected and relayed to the Group for action. All reports are directed to the relevant departments or resources for thorough investigation, follow-up, and remediation.

All received whistleblowing cases have been kept confidential and anonymous, and every case was addressed.

Our Performance on Ethical Banking

As a financial institution, we operate under stringent legal regulations designed to combat tax evasion, fraud, insider trading, anti-trust behavior, money laundering, corrupt practices, price fixing, and market manipulation. To uphold our commitment to ethical banking and integrity, we have implemented a comprehensive zero-tolerance framework.

This framework aims to rigorously enforce compliance with all applicable laws and regulations. We prioritize transparency and accountability in our operations, ensuring all employees are trained to recognize and report suspicious activities. By maintaining these high standards, we strive to protect our customers, shareholders, and the broader financial system from illicit activities.

During the reporting year, we had no significant monetary losses resulting from legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations.

Responsible Procurement

Ethical conduct is a foundation principle upon which we build trust with our stakeholders and ensure the long-term sustainability of our business. We recognize that robust governance, transparent policies, and a culture of integrity are strategic factors that enhance our financial resilience and reputation.



Embedding Ethics in the Supply Chain

Historically, procurement decisions were dominated by price and technical specifications, with little weight given to sustainability, ethical conduct, or supplier diversity. This led to supply chains that are vulnerable to labor violations, environmental non-compliance, and exclusion of local SMEs, women-owned, and youth-owned enterprises, therefore undermining both

community trust and long-term resilience.

Since the 2024 launch of our "Sustainability and Compliance in Procurement" guide, we have operationalised these principles by formally assessing sustainability, ethical conduct and social responsibility alongside cost, quality, and risk. This is achieved through:

ESG criteria are now built directly into our RFPs and supplier evaluation frameworks, with a dedicated weight of 15% in the total score. This ensures sourcing decisions are balanced and not solely price-driven, bringing attention to the mutual benefits of sustainability.

We deliberately segment our supplier base by size, capacity, and ownership to encourage diversity. We structure sourcing to ensure SMEs, women-owned, and youth-owned businesses compete on a like-for-like basis within Tier 1 (Start-ups/emerging suppliers), Tier 2 (mid-tier local suppliers) and Tier 3 (Large companies). This approach enabled us to direct a significant portion of our procurement spend to local suppliers, with 85% of local suppliers engaged in 2025, strengthening local supply chains, and supporting inclusive economic growth.



Modernising Procurement for Transparency and Collaboration

The manual procurement processes creates opacity, delayed stakeholder updates, and leave audit trails vulnerable to manipulation or error, hence eroding trust and increasing fraud risk.

Our strategy includes modernising procurement through digital tools to improve efficiency and transparency. We have introduced platforms like the Procurement Online Prequalification platform, OPTIMA, and a project tracking tool (Monday.Com). These tools drive productivity, provide live updates to stakeholders, and create a transparent, auditable trail for all procurement activities, thereby reinforcing our commitment to ethical and open processes.

Integrating to Enterprise-wide Risk Management Framework

Managing business ethics risks is an integral part of our enterprise-wide risk management framework. We employ a suite of proactive measures to identify, assess, mitigate, and monitor ethical risks across the Group, ensuring compliance and protecting stakeholder value.

Third-Party and Supply Chain Risk

Unethical third-party conduct such as bribery, labor law violations, and environmental damage can cascade into the Group's reputation and operations. Without rigorous vetting, a single supplier failure could disrupt critical services or trigger regulatory action.

We have implemented a comprehensive framework to ensure our suppliers and partners adhere to the highest ethical standards. Since 2024, we have taken a deliberate approach to embed sustainability, ethics, and regulatory compliance into our Procurement Policy and operations. Key elements of this framework include:

- All supplier contracts include binding clauses and a code of conduct requiring adherence to labour laws and ethical obligations. We have a zero-tolerance policy for unethical conduct like bribery, leading to immediate blacklisting.
- ESG criteria now account for a dedicated 10% score in our tender evaluations, alongside financial (30%) and technical (60%) criteria, ensuring that ethical considerations are a key factor in vendor selection.
- We enforce compliance through supplier performance reviews, supplier assurance visits, and corrective action plans. We conduct continuous vetting and assessments of all suppliers every six months. This includes reviewing performance, governance, shareholding, and regulatory compliance. Findings are shared with suppliers for remediation, ensuring we engage only with sustainable and ethical partners.
- To ensure business continuity, we require critical suppliers to have a structured Business Continuity Management Framework. We maintain an average of three alternative vendors for every critical service to mitigate potential supply chain disruptions.

Market Conduct and Financial Risk

Without disciplined market conduct, traders or relationship managers could exceed risk limits, mis-sell products or manipulate benchmarks leading to financial losses and regulatory sanctions.

The risk management is synonymous with disciplined and ethical conduct achieved by setting clear loss thresholds and conducting regular stress testing that includes liquidity, foreign exchange, credit, and even climate scenarios. Daily independent risk reports are escalated to senior management and the Board.

Our Performance on Procurement Spend

Our dedication to responsible procurement is spearheaded by a robust system of metrics and forward-looking targets that track our performance and drive continuous improvement.



93% of **TZS 500 billion** annual procurement spend dedicated to local SMEs



Exceeded cost savings target of **TZS 10 billion** by achieving **TZS 38 billion**



Secured **TZS 4 billion** in cost avoidance through a long-term supplier partnership



75% of cleaning service vendors are women-led businesses



TARGET

Maintain at least **93%** local procurement spend



Data Security

Data security is both a technical function and a foundational pillar of customer trust and business resilience. We recognize that the confidentiality, integrity, and availability of our data and systems are paramount to delivering on our promise of secure and reliable financial services. As a regional financial leader, our approach to data security is comprehensive, proactive, and deeply integrated into our corporate governance framework.

Governance Framework on Cybersecurity Matters

Cybersecurity matters are formally elevated to the highest level of Group-wide oversight through the Board Risk Committee. A dedicated cybersecurity report is presented to this committee on a quarterly basis, ensuring that cybersecurity risks receive direct and regular attention at the Board level. This established structure has proven effective ways, including:

- Significantly strengthened management's oversight of cybersecurity risks
- Improved the Board's visibility into the performance of cybersecurity objectives
- Enhanced accountability throughout the organization

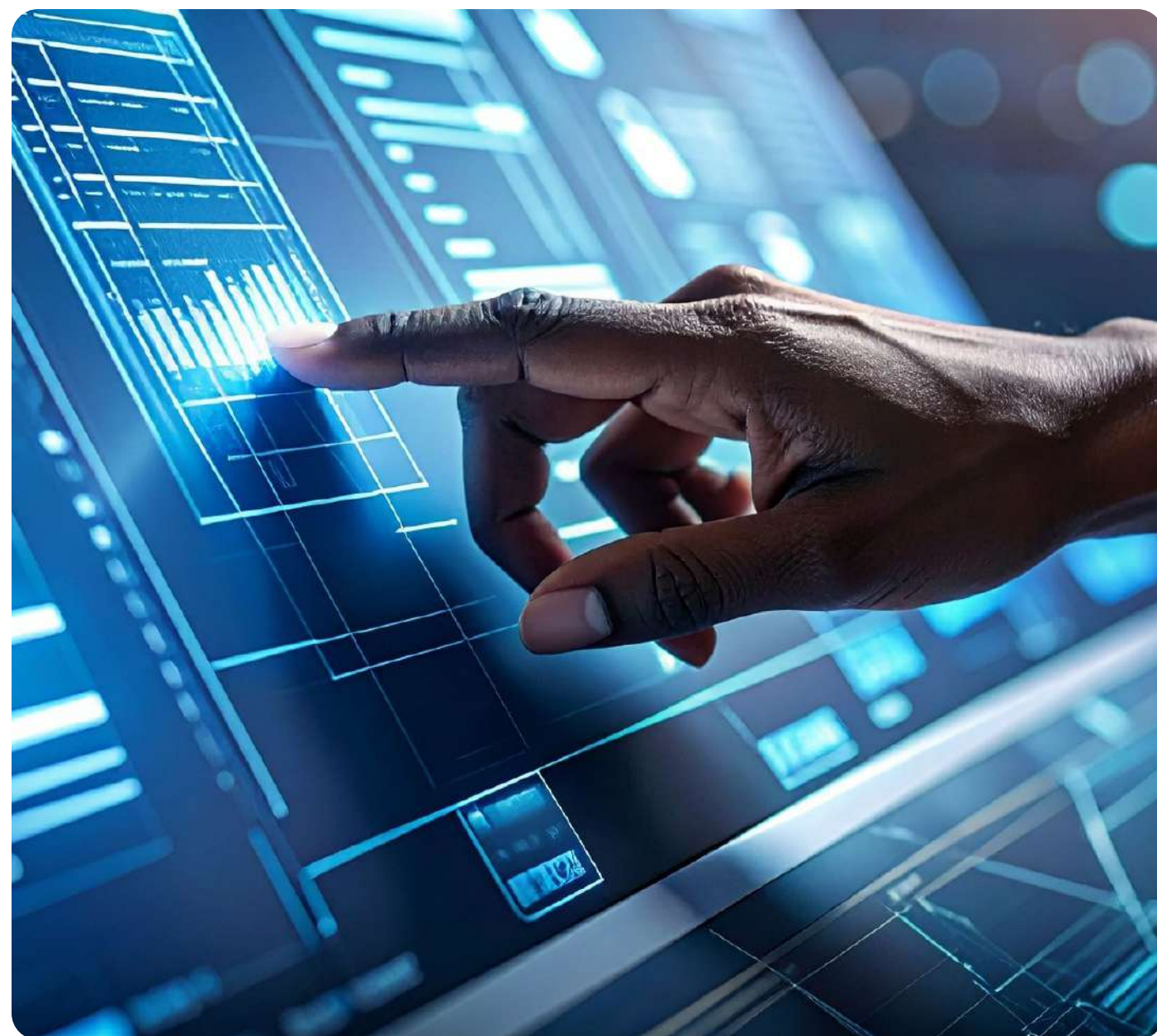
Specifically, this governance model has led to more disciplined and timely closure of penetration testing findings, alongside an increased focus on strengthening vulnerability management practices across the Group. Cybersecurity matters are systematically reviewed within existing management forums. These include monthly Chief Operating Officer (COO) assessment meetings, monthly meetings of the Risk Management Committee (RMC), and quarterly meetings of the Management Audit,

Risk and Compliance (MARC) committee. Collectively, these platforms provide management with a comprehensive, ongoing overview of cybersecurity performance. They also serve as critical mechanisms for identifying emerging challenges and enabling management to allocate the necessary support and resources to address them effectively.

The Directorate of Risk & Compliance is the dedicated body responsible for overseeing this domain. Within this directorate, specialized units focus on regulatory assurance and regulatory compliance. These units are tasked with proactively tracking and ensuring adherence to all applicable laws and regulations across our operating regions. This includes, the Tanzania Personal Data Protection Act (2022), the Bank of Tanzania (BoT) cybersecurity and cloud guidelines, and the equivalent regulatory frameworks in our subsidiaries in Burundi and the DRC. This governance structure ensures that our data security practices are robust, legally compliant, and aligned with the expectations of our regulators.

Complementing this framework, Internal Audit plays a critical role in providing independent assurance to the Board. Throughout the year, Internal Audit maintained a keen focus on compliance with cybersecurity controls to strengthen our overall cyber resilience.

A dedicated team of five auditors conducted risk-informed audits, benchmarking our posture against global trends and assessing internally developed systems to ensure they were cyber risk-proof and to mitigate unintended exposures. This team also collaborated closely with technology and innovation teams, including developers, to identify potential gaps and vulnerabilities, thereby supporting project assurance from the earliest stages of development. To ensure our audit capabilities remain at the forefront of the industry, the Group invests in global initiatives that help its staff understand best practices and the latest attack vectors. For instance, during the reporting period, two of our auditors attended a premier conference in Canada, where senior personnel from the US National Security Agency and JPMorgan shared insights into global trends and practical strategies for managing day-to-day operational risks.



Protecting Our People and Systems

We have implemented strong technical controls across our network and on all staff devices. This includes deploying endpoint security and anti-malware solutions to block malicious tools and payloads. Network-level controls prevent unauthorized lateral movement, neutralizing threats even if an initial breach attempt occurs. Our email security gateways, which scan approximately 9-10 million inbound emails monthly, are a cornerstone of our defense, blocking nearly half as malicious. For our staff, we have built-in reporting mechanisms and conduct continuous, data-driven awareness campaigns, including pre-assessments, tailored training, and simulated phishing tests. By the end of the reporting year, at least 95% of our staff had passed these assessments, significantly strengthening our human firewall.



Capacity Building on Cybersecurity Matters

Internally, the Group has demonstrated a commitment to universal cybersecurity awareness. During the reporting period, all of our staff members received cybersecurity training, conducted in accordance with the prescribed Security Awareness and Training (SAT) plan.

Externally, we extend our cybersecurity focus to our customer base through regular awareness initiatives. Throughout 2025, these initiatives were conducted on a quarterly basis. The primary method involved sending cybersecurity awareness SMS messages to all customers, with content focusing on good security, such as safeguarding Personal Identification Numbers (PINs) and other account credentials. As a result of this comprehensive approach, every customer was reached through these educational campaigns during the year.

Safeguarding Customer Data

Our strategy extends to proactive monitoring of the external environment. We operate a Cyber Threat Intelligence (CTI) platform that continuously scans the dark web and other platforms for

any appearance of CRDB customer data or card information. This allows us to investigate sources and take swift protective actions, such as card blocking and re-issuance. On corporate devices, Data Loss Prevention (DLP) tools which are enhanced with AI-based content inspection, monitor and block the unauthorized transmission of sensitive information. We are further deploying a watermarking solution to deter and trace data leaks from on-screen content.

Securing Our Digital Ecosystem

With over 2,000 Application Programming Interface (APIs) connecting our services across the Group, managing third-party risk is critical. Our strategy mandates clear contracts and Non-Disclosure Agreements (NDAs) for all partners, including fintechs, mobile network operators, and integrators. All connections are secured through encrypted Virtual Private Networks (VPNs) and a protected DMZ (demilitarized zone). Every API connection follows a strict governance framework and is regularly tested for security weaknesses.

We also adhere to regulator-required cloud security controls, maintaining local backups of critical data in all our host countries (Tanzania, Burundi, and DRC) to ensure data residency and service continuity.



Use of Artificial Intelligence and Machine Learning

AI-driven analytics to enhance threat detection, anomaly identification, and predictive security insights.

Security Operations Center (SOC) Capability

Centralized monitoring and coordinated response to security events across the enterprise.

Collaboration with TZCERT

Active information sharing and coordination with national cybersecurity authorities on emerging threats.

Continuous Monitoring and Improvement

Ongoing assessment and enhancement of controls to adapt to evolving threat landscapes.

Third-Party and Supply Chain Risk Management

Assessment and monitoring of vendors to reduce risks introduced by external dependencies.

Data Loss Prevention (DLP)

Controls to prevent unauthorized disclosure, leakage, or misuse of sensitive customer and bank data.

Cloud Security Governance

Defined policies and controls to secure cloud environments and ensure compliance and visibility.

Fraud Detection and Prevention

Advanced analytics and controls to detect and prevent digital fraud and account compromise.

Regulatory and Compliance Alignment

Ensuring cybersecurity practices align with industry regulations and supervisory expectations.

Backup, Resilience, and Disaster Recovery

Secure backups and tested recovery capabilities to maintain operations during cyber disruptions.

Zero Trust Security Architecture

Verification of every user and device before access, regardless of network location.

Penetration Testing and Red Team Exercises

Regular simulated attacks to test defensive effectiveness and improve preparedness.



Regulatory Environment Governing Data Security

We operate within a stringent regulatory environment established by the Bank of Tanzania (BoT), which prescribes rigorous standards for data protection, cybersecurity, and responsible technology adoption across the financial sector. In fulfilling its compliance obligations, the Group aligns its data security policies and procedures with national legislation, including the Personal Data Protection Act (Cap. 44) and its accompanying Personal Data Protection (Personal Data Collection and Processing) Regulations, 2023. Together, these legal instruments outline clear requirements for secure data handling, data subject rights, data controller obligations, and mandatory security safeguards during processing.

Moreover, the Group adheres to BoT's evolving technology and cybersecurity-related regulatory frameworks, most notably the Cloud Computing Guidelines for Financial Service Providers, 2023. Issued under the Banking and Financial Institutions Act and the National Payment Systems Act 2015, these guidelines establish critical security, data-sovereignty, and risk-management requirements for cloud adoption across the banking sector. Beyond these technology-specific rules, the Group also incorporates the data security expectations embedded within BoT's financial consumer protection frameworks, which emphasize safeguarding customer information, preventing misuse of consumer data, and ensuring robust protection against fraud and digital-platform risks.

Through this combination of regulatory mandates and voluntary best-practice measures, we maintain a comprehensive cybersecurity posture designed to ensure statutory compliance, protect sensitive customer information, and support the resilience and integrity of our digital banking operations. To that end, our cybersecurity team employs cutting-edge technologies and monitors systems 24/7 to swiftly detect and mitigate potential threats. We are continuously improving our security measures, aiming to create a safe and trustworthy banking environment for

our customers and stakeholders, reflecting our commitment to sustainable and responsible banking practices.

Management Approach of Cybersecurity Risks

The management of cybersecurity risks is guided by a robust hierarchy of foundational documents, anchored by an overarching Information Security Management System (ISMS) framework. This ISMS framework establishes clear accountability for cybersecurity, cascading from the Board level down to individual departments. It meticulously defines roles and responsibilities to ensure that appropriate controls are implemented to mitigate cybersecurity risks to acceptable levels. Supporting this framework is a Risk Management Framework and specific IT Risk Control Review Guidelines, which provide a structured methodology for assessing cybersecurity process areas and evaluating the effectiveness of implemented controls.

For continuous and real-time risk monitoring, we rely on our Security Operations Centre (SOC) monitoring and log management procedures. These procedures support the ongoing analysis of the Group's network to detect and respond to suspicious or malicious activities. The outputs from the SOC are formalized into reports produced monthly and submitted to the Risk Management Committee. Consolidated versions of these reports are then submitted quarterly to both the Management Audit and Risk Committee (MARC) and the Board Risk Committee. Together, these documents; the ISMS framework, the risk guidelines, and the SOC procedures; form a complete system for the identification, assessment, continuous monitoring, and structured reporting of cybersecurity risks. Furthermore, this system is supported by more than 50 additional sub-policies, processes, procedures, and guidelines under the ISMS umbrella, each detailing specific objectives, breaking down responsibilities, and ensuring continuous risk monitoring for effective and ongoing improvement.

Our risk management process is a continuous cycle of identification, assessment, mitigation, and monitoring, integrated with our broader anti-fraud and Anti-Money Laundering (AML) efforts. The cybersecurity risk is integrated into the Enterprise Risk Management (ERM) Framework as a component of IT risk. As a result, we manage a spectrum of threats across all our digital channels; SimBanking, internet banking, and agency banking, including:



Fraud and Phishing:

We manage these risks through the layered technical controls mentioned above, combined with forensic investigations led by the Directorate of Risk & Compliance. When internal involvement is suspected, these investigations can lead to disciplinary actions, which serve as a strong deterrent. Our controls on SIM swap and USSD channels, including tight registration and behavior-based monitoring, have directly reduced SIM swap-enabled fraud and phishing-driven account takeovers.



Data Leakage:

Our CTI platform and DLP tools form the core of our data leakage risk management. They provide early warning of data exposure and prevent data exfiltration. By continuously scanning for fake websites and impersonation attempts, the CTI platform also allows us to collaborate with telecommunications firms and other parties to take down malicious sites and numbers, protecting our customers from scams.



Third-Party and Cloud Risk:

We manage third-party cyber risk through a combination of contractual controls, secure technical integration, governance frameworks, and regulatory-driven oversight. For cloud security, we strictly follow Bank of Tanzania regulations, obtaining explicit regulatory approval before hosting any systems in the cloud. Our adherence to international standards, including ISO 27001, ISO 22301, National Institute of Standards and Technology (NIST) Cybersecurity Framework, and Payment Card Industry Data Security Standard (PCI DSS), provides a globally recognized benchmark for our risk management practices, building trust with regulators and partners alike.

Multi-layered Approach to Risk Management

Deepening digital footprint expands attack surfaces. Without robust continuity planning, a single system failure or cyber incident could paralyze operations, erode customer trust, and violate Central Bank regulations. Our approach to operational and technology risk is proactive and multi-layered, ensuring the security and continuity of our services:

- We have achieved 100% service continuity compliance through the Data Center and Disaster Recovery Plan (DRP) improvements. In 2025, 23 systems were migrated to our Disaster Recovery site, and all DR drills and business continuity tests were completed successfully.
- To protect our customers and the Group, we deployed an air-gapped Cyber Resilience Solution and completed a full migration to Intune for comprehensive disk encryption visibility. Our Security Information and Event Management (SIEM) system is now fully integrated across all systems.
- We maintain a zero overdue audit and regulatory issues record. All regulations issued by the Central Bank are systematically translated into process-oriented Standard Operating Procedures (SOPs), with a dedicated Quality Control Function overseeing implementation and conformance. Our monthly conformance testing maintains a 98% performance benchmark, reflecting a culture of continuous improvement and risk awareness.



Below are some of the tools the Group has implemented to safeguard from cyber-attacks:

Digital Tool	Use of the Tool
Cyber threat Intelligence (CTI)	Collecting cyber threats from different angles of cyberspace globally, with associated impacts and remedial actions.
Network Access Control	Ensuring access to the internal network is properly authorised in compliance with security controls on the devices connecting to the internal network.
Antimalware and EDR	Blocking and preventing different types of viruses and other malware, from basic to sophisticated ones.
Firewalls and IDPS	Firewalls act as our perimeter defence control against malicious network traffic, while Intrusion Detection and Prevention Solutions (IDPS) block attempted attacks from entering the network.
Data Classification and Loss Prevention	Ensuring tagging and labelling of sensitive information for enhanced security protection against accidental and intentional leakage.
User Access Management	Controlling access levels and permissions of users to IT systems, from regular to privileged users.
Security Vulnerability Scanners	As cyber risk evolves daily, vulnerability scanners identify all the available security risks exposed by IT systems, which should be mitigated before becoming threats.
Security Information and Events Management (SIEM)	Collect, analyse, aggregate, and report malicious security events that turn into incidents for quicker and more effective remediation.
Computer disk encryption	Encountering data loss or leakage from lost or stolen computers containing sensitive information.
IT assets management	Being the cornerstone of security controls, the identification and management of sensitive IT assets is appropriately prioritised, where the application of relevant controls follows the prioritisation.



Specific Threats and Attack Vectors

Despite these robust defenses, we remain vigilant against a dynamic threat landscape. Below are the primary threats and vectors we actively monitor and counter:

Phishing and Social Engineering Attackers use deceptive emails, calls, or SMS to trick employees or customers into revealing credentials or OTPs. Spear phishing targets executives, while business email compromise (BEC) aims to infiltrate internal communications.

Vectors: Emails or SMS impersonating legitimate sources, including bank officials or regulators.

Credential-Based Attacks (Credential Stuffing, Brute Force) credentials are used to gain unauthorized access. Credential stuffing leverages previously leaked username/password pairs.

Vectors: Automated login attempts against internet banking, mobile banking, or employee portals (e.g., VPN, admin interfaces).

Malware and Banking Trojans Trojans such as Emotet, TrickBot, or Dridex infect devices to harvest login credentials and enable fraudulent transactions. Malware can also target employee systems.

Vectors: Malicious email attachments or links, compromised websites, infected removable drives.

Ransomware Attackers encrypt critical systems to paralyze operations and demand cryptocurrency payments. Banks are prime targets due to their financial resources and need for uninterrupted service.

Vectors: Phishing emails, unpatched vulnerabilities, exposed RDP or VPN services.

Distributed Denial of Service (DDoS) Flooding online portals, ATMs, or APIs with traffic to render them unavailable, often as a diversion for other malicious activities.

Vectors: Botnets or large-scale traffic directed at public-facing banking systems.

ATM Malware and Jackpotting Installing malware or using hardware exploits on ATMs to dispense cash without authorization. Physical tampering may also steal card data.

Vectors: Direct physical access to ATMs or remote installation via insecure ATM networks.

Man-in-the-Middle (MitM) Intercepting communications between the bank and customers (or internal systems) to capture credentials, alter transactions, or inject malware.

Vectors: Insecure Wi-Fi, compromised network equipment, weak encryption protocols or APIs.

Supply Chain Attacks Compromising third-party vendors (software, hardware, IT services) to deploy malicious code or gain access to the bank's network.

Vectors: Compromised software updates, third-party cloud services, or IT vendors with weak security.

Insider Threats Malicious or unwitting insiders (employees, contractors, vendors) who expose sensitive data or help bypass security controls.

Vectors: Credential theft or misuse of privileged access, especially administrative or database accounts.

Payment Fraud and Transaction Hijacking Manipulating or intercepting real-time payment systems (SWIFT, ACH, RTGS) to divert funds, or compromising customer accounts to initiate unauthorized transactions.

Vectors: Phishing/spear phishing, malware on payment systems, or vulnerabilities in online banking platforms.

API Exploits Exploiting insecure or misconfigured APIs used for mobile banking and fintech integration to access sensitive data, initiate fraud, or disrupt services.

Vectors: Poorly secured or improperly authenticated internet-facing APIs.

Advanced Persistent Threats (APTs) Nation-state actors or well-funded crime groups (e.g., Lazarus Group) targeting banks for funds, intelligence, or disruption. APTs conduct long-term, stealthy campaigns.

Vectors: Vulnerability exploitation, spear phishing, supply chain compromise, zero-day attacks. long-term, stealthy campaigns.

Account Takeover (ATO) Gaining control of a customer or employee's bank account to conduct unauthorized transactions or access sensitive data.

Vectors: Credential stuffing, social engineering, or phishing targeting online banking accounts.

Skimming and Card Fraud Using physical devices to skim card details from ATMs or POS systems, then creating counterfeit cards or conducting fraudulent transactions.

Vectors: Physical skimming devices or malware infecting payment terminals.

Regulatory and Compliance Risks Non-compliance with regulations (GDPR, PCI DSS, local banking standards) leading to fines and penalties. Attackers may exploit compliance gaps.

Vectors: Poorly implemented controls, unencrypted data, insufficient logging/monitoring.

Zero-Day Exploits Exploiting previously unknown vulnerabilities before patches are available, leading to system compromise, data breaches, or service disruption.

Vectors: Malicious emails, compromised websites, or direct attacks on exposed systems.

Data Breaches and Information Leakage Unauthorized access or accidental exposure of sensitive customer or bank data, including personal information and internal documents.

Vectors: Compromised databases, misconfigured cloud storage, insider misuse, or application vulnerabilities.

Cloud Security Misconfigurations Misconfigured storage, access controls, or security settings in cloud services exposing sensitive data or allowing unauthorized access.

Vectors: Publicly accessible cloud storage, excessive permissions, weak identity controls, insecure cloud APIs.

Privilege Escalation Attacks After gaining initial low-privilege access, attackers elevate privileges to administrative or root level for broader control and data compromise.

Vectors: Exploitation of software vulnerabilities, misconfigured access controls, weak privilege management.

Mobile Banking Application Attacks Targeting mobile banking apps to steal credentials, manipulate transactions, or harvest data via malware, reverse engineering, or fake apps.

Vectors: Malicious mobile apps, device malware, insecure mobile APIs, compromised app distribution channels.

Digital Trust and Data Security

Protecting customer information and maintaining trust are central to our commitment to responsible and sustainable banking. As digital adoption grows, so does the importance of safeguarding the data, systems, and services our customers rely on every day.

Investment

We continue to invest in cybersecurity capabilities that strengthen resilience, support regulatory compliance, and that which ensure secure delivery of financial services across the Bank operations. Cybersecurity remains a strategic priority for the Bank. We invest approximately 3% to 4% of our total operating expenditure in cybersecurity initiatives annually, with similar commitments implemented across our subsidiaries.

These investments support critical capabilities including cyber threat monitoring, fraud prevention, data protection, cyber awareness, and incident response. By continuously strengthening our security posture, we ensure delivery of our commitment to protect customers, support innovation, and maintain confidence in our digital banking services.



Threat Prevention Impact

Strong cybersecurity is measured not only by the threats detected, but also by the risks prevented. Throughout the year, our security controls helped protect customers, reduce operational risk, and strengthen the resilience of our banking ecosystem.

Financial Loss Prevented

More than 250 billion of cyber threats are detected and blocked by our cyber security systems, annually. Out of these, malicious

emails were 6.5 million and all were successfully blocked by our security systems. These interventions helped reduce exposure to cybercrime, fraud, business disruption, regulatory penalties, and incident response costs.

Through investments in email security, dark web monitoring, and data protection technologies, we continue to minimize potential financial losses while protecting customer and shareholder value.

Customers Protected

Protecting customers remains our highest priority. Through proactive monitoring and layered security controls, we safeguarded 7 million customer accounts from potential compromise.

In addition, targeted interventions enabled us to identify customers whose information may have been exposed through external threat sources, allowing preventative action to be taken before harm occurred. These efforts reinforce trust in our digital platforms and help ensure a secure banking experience.

System Downtime Avoided

Maintaining uninterrupted banking services is essential for our customers and communities. During the year, our cybersecurity controls prevented attacks that could have caused significant disruption to business operations.

By identifying and containing threats early, we avoided an estimated TZS 100 billion cost from potential systems downtime, helping ensure the continued availability of critical services across the Group.

Operational Effectiveness

We regularly assess the effectiveness of our cybersecurity controls to ensure they remain aligned with emerging threats and business needs.

Phishing Prevention Rate

Phishing remains one of the most common cyber threats facing financial institutions worldwide. Our security controls successfully prevented 99.999% of phishing-related attacks from reaching employees and business systems.

This outcome reflects the effectiveness of our technology investments and awareness programs in reducing cyber risk.

Data Leakage

The protection of confidential customer and business information remains a key focus area. Through enhanced monitoring, governance, and data protection controls, we recorded zero data leakage incidents during the year.

This performance demonstrates our commitment to safeguarding sensitive information and maintaining compliance with applicable privacy and data protection requirements.

Fraud Risk Management

Our fraud risk management framework combines continuous monitoring, analytics, and investigation capabilities to identify and address suspicious activities in a timely manner.

Fraud cases are estimated between 7 to 8 per year, which are adequately investigated through established governance processes. Insights gained from these investigations continue to strengthen our preventive controls and improve our ability to protect customers and the Bank from evolving fraud threats.

Staff Awareness

Technology alone cannot prevent cyber threats. Building a strong security culture is equally important.

Through ongoing awareness and training programmes, 95% of employees successfully completed cybersecurity awareness assessments. This reflects a growing level of cyber awareness and reinforces the shared responsibility of protecting customer information and the Bank assets.

Forward-Looking Targets

As digital banking continues to evolve, we remain focused on strengthening our cybersecurity capabilities and improving our resilience against emerging threats.

Reduction in Threat Detection and Response Time

A key objective for the year 2026 is to further enhance our detection and response capabilities through greater use of artificial intelligence, automation, and Security Orchestration, Automation and Response (SOAR) technologies.

These initiatives are expected to improve our Mean Time to Detect (MTTD) and Mean Time to Respond (MTTR) from 89% to 73%, enabling faster containment of threats and reducing potential impact on customers and operations.

Strategic Priorities

Our cybersecurity strategy will continue to focus on three key priorities:

- Expanding AI-driven threat detection and response capabilities across digital channels.
- Advancing a Zero Trust security architecture within our connected and API-driven ecosystem.
- Strengthening data protection, digital trust, and cyber resilience to support cloud-enabled services and future innovation.

Through these initiatives, we will continue to build a secure, resilient, and trusted banking environment for our customers, employees, shareholders, and the communities we serve.

Commitment to Fiscal Citizenship

The Group is dedicated to protecting its own reputation and that of its stakeholders as it fulfills its responsibilities. This oversight rests entirely with the Group's management and employees. We believe that maintaining an ethical culture in the financial sector is crucial for customers, employees, regulators, and the integrity of the banking industry as a whole. A secure, reliable, and efficient financial system is one of the pillars of economic stability in any country. Therefore, nurturing an ethical culture is essential for us.



For us, responsible tax conduct goes beyond compliance; it is fundamental to our identity as a responsible corporate citizen. We recognize that the taxes we pay help fund the public services and infrastructure essential to sustainable development in Tanzania and across all the regions where we operate. Through open communication with our stakeholders and a steadfast commitment to transparency, we ensure that our tax strategy reflects our dedication to ethical behavior and our broader mission of transforming lives and strengthening economies.

In the 2025 financial year, CRDB Bank Group made significant tax contributions to the governments in every jurisdiction where we operate. We strictly adhere to all tax laws and regulations in Tanzania, Burundi, and the Democratic Republic of Congo, fully meeting all reporting requirements and fulfilling our obligations on time. Our tax affairs are subject to rigorous oversight by the Board Audit Committee and are covered by both internal and external audit processes, ensuring continued accuracy and integrity.

	Amount in (TZS Billion)	Amount in (TZS Billion)	Source/Note (Annual Consolidated and Bank Financial Statements for the Year Ended 31 December 2025)
Tax Metrics	2025	2025	
Total Tax Paid to the Government	681.4	461.8	Report by Those Charged with Governance

Case Study: »

Embedding Data-Driven Governance: For a Responsible Future

In today's complex financial landscape, effective governance extends beyond traditional compliance and risk management. For a bank to be truly sustainable, its governance framework must be resilient, transparent, and capable of transforming vast streams of data into actionable insights. Recognizing this, the Group has strategically invested in building internal data science capabilities, not merely as a technological upgrade, but as a foundational pillar of its governance architecture.



Building Analytical Excellence

To embed analytical excellence across our operations, we have established a targeted program to develop advanced data science skills within our workforce. In partnership with the University of California, Irvine (UCI); a globally recognized institution; we sponsored employees to undergo specialized training in Artificial Intelligence and Machine Learning. During the reporting period, five employees participated in this program, reinforcing our dedication to cultivating in-house expertise.

This initiative is a core component of the Group's strategic ambition to establish a sustainable digital footprint. By equipping our teams with cutting-edge skills, we are building the capacity to develop resilient, scalable systems and strengthen our data-driven governance frameworks from within.

The practical value of this initiative was most evident during the Group's recent core banking infrastructure transformation. The newly formed data science team played a pivotal role in safeguarding system integrity throughout the transition. They ensured the accuracy and completeness

of migrated data by applying advanced analytics and data validation techniques. This proactive and data-driven approach allowed us to identify and mitigate potential risks that could have otherwise led to operational disruptions or financial losses which is a clear demonstration of how data science strengthens operational risk governance.

Foundation for Long-Term Resilience

The current achievements are built upon a long-term strategic vision. The Group's sustainability blueprint in data science began in early 2019, when two staff members were first sponsored for data science training at UCI. This foundational investment enabled the initial deployment of artificial intelligence in key governance areas such as credit oversight and quality assurance. The outcomes from this early phase have been substantial, including the automation of key credit operations, the development of advanced credit access models, and the strengthening of control mechanisms that support improved portfolio quality.

Partnerships for Strategic Developments

Statement from Head of Policy Advisory and
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Strategic Partnerships for Development

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Statement from Head of Policy Advisory and Climate Finance

My role is responsible for positioning the Group as an active architect of policy frameworks and financial instruments that define Tanzania's low-carbon transition. This entails translating global climate ambitions into national and bankable actions. Through this, we ensure that the Group's USD 300 million Kijani Green Bond, our GCF-accredited status, and our sustainable finance portfolio are anchored in sound and forward-looking policies.

Our Mandate: From Global Ambition to Bankable Action

The Policy Advisory and Climate Finance function positions CRDB Bank Group as an active architect of the policy frameworks and financial instruments defining the low-carbon transition across Tanzania and our regional footprint. Our role is to translate global climate ambition into structured, national policy foundations, ensuring that the Group's expanding sustainable finance portfolio is anchored in rigorous, forward-looking guidance. This mandate serves as a core strategic enabler for the Group's EVOLVE Strategy (2023-2027), unlocking institutional capability and de-risking sustainable market growth.

Strengthening Sustainability Governance

Credible climate finance begins with credible governance. The Board advanced the Group's governance architecture, retiring the foundational Environmental, Social and Climate Risk Management Policy in favour of two specialised instruments — the Climate-Related Financial Risks and Opportunities Policy and the ESG Management Policy, which governs our net-zero transition plan. Our ESG/Sustainability Committee Charter aligns the Group with the UN SDGs, GRI, TCFD, and Bank of Tanzania guidelines. We mandate that 100% of major projects undergo ESG due diligence before approval, and our subsidiaries in the DR Congo and Burundi have operationalised these mandates through localised policies.

Understanding the Climate Risk Landscape

Our 2025 climate risk assessment of the non-personal loan portfolio confirms that climate change is a material risk — and a significant opportunity to lead. Agriculture, trade, and manufacturing make up 68% of the portfolio and carry the greatest exposure to physical risks (river floods, droughts, wildfires) and transition risks. High-risk segments include sugarcane, tobacco, building materials, and transport, concentrated in Morogoro, Iringa, Dodoma, and Tabora. Using the NGFS climate scenarios (Orderly, Disorderly, Hot House World, and Too-Little-Too-Late), we stress-test resilience across 1.5°C-3°C+ pathways. In response, we are moving to asset-level data, embedding climate risk scores into loan origination, building a dedicated adaptation finance strategy, and finalising a comprehensive transition plan in 2026 aligned with SBTi commitments.

Agriculture, trade, and manufacturing make up 68% of the portfolio and carry the greatest exposure to physical risks (river floods, droughts, wildfires) and transition risks.



TZS 125bn and USD 32m

Alongside the Capital Markets and Securities Authority (CMSA), the frameworks we help structure have served as blueprints for landmark issuances, including the Kijani Green Bond, the dual-currency Sukuk (TZS 125bn and USD 32m)

Shaping the National Sustainability Finance Architecture

CRDB Bank works closely with the Government of Tanzania to develop the country's Sustainable Finance Taxonomy Roadmap — a homegrown classification of green activities that avoids importing frameworks built for other economies. Our experience taking the Kijani Bond from concept to an internationally listed instrument with the Climate Bonds Initiative positions us to help regulators deliver a practical, credible taxonomy — the single most important safeguard against greenwashing. Alongside the Capital Markets and Securities Authority (CMSA), the frameworks we help structure have served as blueprints for landmark issuances, including the Kijani Green Bond, the dual-currency Sukuk (TZS 125bn and USD 32m), and the Samia Infrastructure Bond (TZS 323bn), each carrying strict eligibility criteria and an independent second-party opinion.

Policy Enablement: Market Impact & Structural Results

De-Risking Adaptation Frameworks: The structural frameworks governing the Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP), co-financed with the Green Climate Fund, successfully enabled the deployment of TZS 107.3 billion in climate adaptation loans. By embedding strict eligibility and risk parameters into the programme design, the framework supported reaching over 616,000 beneficiaries (58% women) while maintaining a remarkable 0% Portfolio at Risk.

Framework Integrity in Capital Markets: Under the Kijani Green Bond framework, TZS 99.76 billion was cleanly allocated to eligible green projects in 2025 (bringing cumulative allocations to TZS 169.05 billion) with a 0% non-performing loan ratio. Our policy commitment to transparency ensured the publication of a detailed allocation and impact report, allowing international investors on the Dar es Salaam and Luxembourg stock exchanges to trace proceeds directly to verifiable outcomes.

Portfolio Quality and Governance: By expanding our policy criteria into sustainable infrastructure and nature-based solutions, the Group's Green Asset Ratio (GAR) reached 13% of total assets, tracking toward our long-term target of 30% by 2050. New frameworks for a Sustainability Bond and a Blue Bond are currently

under active development within a proposed USD 1 billion medium-term note programme, ensuring they will only enter the market backed by published, independently reviewed criteria.

Institutional Stress Testing: In partnership with the Global Center on Adaptation (GCA), we successfully integrated comprehensive climate hazard datasets into the Bank's risk governance infrastructure, stress-testing portfolio resilience against long-term climate scenarios.

Unlocking Global Climate Capital

Market trust is earned through compliance, not communication. Rigorous adherence to Environmental and Social Action Plan (ESAP) requirements — verified by external partners — has unlocked significant concessional capital from SIDA, FMO, Afreximbank, FinDev Canada, and KfW DEG. We are mobilising GCF Readiness support with Tanzania's National Designated Authority, facilitated a green credit line with Finnfund in Burundi, and provided the policy scaffolding to advance a national geothermal energy project.

Strategic Engagement at COP30 and the Road Ahead

At UNFCCC COP30 in Belém, and leveraging CRDB Bank's status as Tanzania's only direct GCF Accredited Entity, we championed the alignment of corporate transition plans with sovereign taxonomies and secured a pipeline of policy-backed initiatives: green instruments for the National Water Grid with the Ministry of Water; a GCF grant framework for the Ngozi Geothermal Project; Tanzania's integration into the Africa Finance Corporation's Infrastructure Climate Resilient Fund; nature-based solutions structuring for the Tanzania Forest Service; and involvement in the UNFCCC's Santiago Network for Loss and Damage to help architect financing for climate-induced losses across vulnerable communities.

Our Approach to Integrity in Sustainable Finance

True leadership in sustainable finance demands unwavering accountability. Every labelled instrument is anchored by transparent eligibility criteria, independent external reviews, and annual allocation disclosures, cross-verified through GCF accreditation standards, second-party opinions, and ESAP compliance audits. We remain intentionally transparent about our ongoing work — including the refinement of our net-zero Transition Plan and the measurement of financed emissions — because naming these realities is a reflection of the strategic focus with which we are addressing them.

Keneth Kasigila
Head of Policy Advisory and Climate Finance

Strategic Partnerships for Development

Strategic Development Finance Partnerships

CRDB Bank continued to deepen and diversify its development finance partnerships in 2025, mobilising concessional and blended capital to accelerate the Bank's sustainability agenda across environmental stewardship, social inclusion, and governance-driven impact.

During the year, the Bank sustained active funding relationships with a broad coalition of Development Finance Institutions (DFIs) and impact-oriented partners, including SIDA, FMO, Afreximbank, FinDev Canada, and KfW DEG, each contributing targeted financing aligned with the Bank's ESG commitments and long-term sustainability vision.

On the social aspect, partnerships with the African Development Bank (AfDB), PROPARCO, IFC, Citibank, DEG, and DFIC channelled dedicated capital toward social priorities such as SMEs and MSMEs, with a deliberate emphasis on women-owned and women-led businesses in Tanzania and Burundi.

The European Investment Bank (EIB) broadened its social reach to include gender equity and Blue Economy initiatives, recognising the livelihood opportunities that Tanzania's coastal and aquatic resources present to local communities. Responsibility and DFIC further reinforced these efforts by targeting financial inclusion and expanding access to finance for underserved micro and small enterprises, directly contributing to the Bank's ESG goal of fostering inclusive economic growth.

On the environmental aspect, the Bank advanced its partnerships with the Global Climate Partnership Fund (GCPF) and the Green Climate Fund (GCF) under the Tanzania Climate Adaptation Technology Deployment Programme (TACATDP), directing resources toward green facility projects and climate adaptation technologies. FMO strengthened the Bank's environmental financing capacity further, extending dedicated support into agriculture and agro-processing, sectors central to Tanzania's ecological resilience.

Collectively, these partnerships underscore CRDB Bank's

role as a leading intermediary for ESG-aligned development capital in the region. By channelling international sustainability finance into targeted social and environmental impact, the Bank continues to translate global commitments into measurable outcomes for the enterprises, communities, and ecosystems it serves.

Name of Partners	2025 (TZS Million)	2024 (TZS Million)
AFDB	17,901	22,652
EIB	276,583	336,163
TMRC	27,065	27,065
TIB	-	25
NBC	-	9,586
PROPACO	82,819	133,245
IFC	60,373	119,697
INVESTEC	366,544	156,760
GCPF	62,648	25,087
GCF	130,049	85,217
CITI BANK	25,395	50,068
DFC	476,297	506,722
FMO	124,246	162,946
RESPONSIBILITY	16,884	24,387
DEG	124,163	-
DFIC	149,084	-
Total	1,940,051	1,659,620



Case Study: »

Championing Thought Leadership on the Global Stage - From COP30 to National Action

The 30th Conference of Parties in Belem, Brazil, marked a turning point for global climate ambition and the practical architecture of climate finance delivery. For CRDB Bank Plc, the outcomes of COP30 and the subsequent stakeholder engagements have crystallized a set of interconnected issues that demand immediate attention, ranging from the Group's unique accredited status with the Green Climate Fund to the urgent need for a national sustainable finance taxonomy.



Strategic Value of GCF Accreditation

We occupy a position unmatched in Tanzania by remaining the only commercial bank in the region with direct accreditation to the Green Climate Fund. This serves as a functional gateway that allows us to bypass intermediaries and access GCF resources directly for qualifying projects. The most consequential issue emerging from the COP30 side event on aligning corporate transition plans and sovereign taxonomies is the pressing need for Tanzania to establish a national sustainable finance taxonomy.

We contributed directly to Tanzania's draft taxonomy roadmap and have established partnerships with the Climate Bonds Initiative, the World Benchmarking Alliance, and CEBDS - the Brazilian business council for sustainable development. For the Group to scale its existing green bond issuances and GCF-accredited programmes, it requires a regulatory bridge that aligns its corporate transition plans with immediately recognised green criteria. The Ministry of Finance, working with the Bank of Tanzania, holds the mandate to develop this framework, however, our technical contribution and lived experience as a financier are indispensable to making that framework bankable.

Institutional Leadership and Nature-Based Solutions

Beyond taxonomy, we are actively shaping the national climate agenda. We have been nominated to, and take an active role in, the National Steering Committee for Nature Based Solutions (NbS), influencing policy direction for carbon markets and ecosystem conservation in Tanzania. Our message to the global community is unambiguous: financing climate resilience is an investment in long term national prosperity.

From COP30 to Bankable Action

During our strong engagement at COP30, we championed the vital alignment of corporate transition plans with sovereign taxonomies. As Tanzania's only GCF accredited commercial bank, we are uniquely positioned to bridge the implementation gap, moving beyond dialogue to unlock large scale sustainable finance for real economy climate action. Direct accreditation allows us to channel resources efficiently, ensuring that national climate commitments translate into tangible local impact.

Looking Ahead: The National Water Grid and Water Green Bond

Beyond the structural scope of taxonomy and accreditation, several discrete financing opportunities demand the Group's immediate engagement. The National Water Grid project, launched at a COP30 side event by the Ministry of Water, presents a strategic entry point for CRDB to commence structuring a Water Green Bond. This instrument would address emergency funding requirements for the 2026 2030 period, directly linking water security infrastructure to climate resilience outcomes.

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Creating Impact Through Our Subsidiaries

Linking subsidiary delivery with Group initiatives and the 2025 impact matrix

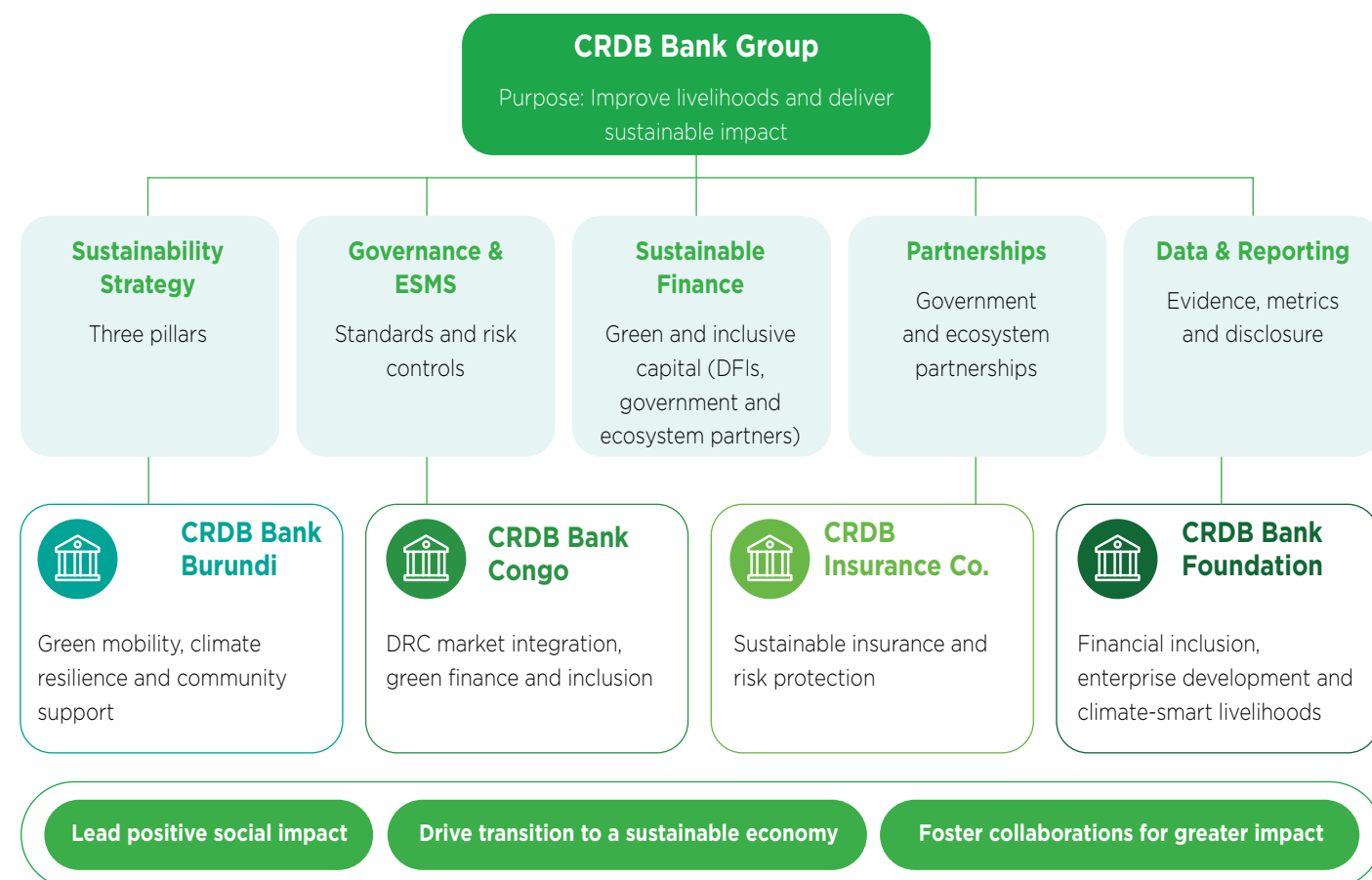
Subsidiary impact as a Group delivery model

CRDB Bank Group's subsidiaries are central to the Group's ability to create sustainable impact at scale. They extend the Group's reach beyond the parent bank's core Tanzanian operations by delivering banking services in Burundi and the Democratic Republic of Congo, providing insurance solutions through CRDB Insurance Company Limited, and implementing community-focused financial inclusion and enterprise development through CRDB Bank Foundation.

The Group's 2025 impact model is therefore both unified and local. It is unified because each subsidiary operates within the Group's purpose, sustainability strategy, governance expectations, risk management discipline and reporting boundary. It is local because each subsidiary responds to the specific realities of its market, including financial exclusion, climate vulnerability, the need for risk protection, youth employment, women's economic empowerment, enterprise development and access to green finance.

Group-to-subsidiary impact architecture

One Group sustainability strategy, locally delivered through banking, insurance and development subsidiaries



One Group. Shared purpose. Local impact. Sustainable future.

CRDB Bank Group delivers sustainability through an integrated operating model. The parent company provides strategic direction, governance, capital discipline, risk management frameworks and disclosure standards; subsidiaries translate these capabilities into market-specific outcomes across Tanzania, Burundi and the Democratic Republic of Congo.

This chapter links subsidiary activities to the Group's three sustainability pillars: Lead Positive Social Impact, Drive Transition to a Sustainable Economy, and Foster Collaborations for Greater Impact. It also sets out an impact matrix that connects each subsidiary's initiatives to Group-wide priorities, reported outcomes and the Sustainable Development Goals most directly supported by those outcomes.

From Group initiative to measurable impact

A consistent pathway for translating Group strategy into local outcomes



Disciplined linkage enables CRDB Bank Group to report impact by subsidiary, Group pillar, material topic and SDG contribution.

Group initiative-to-impact pathway applied across subsidiaries



How subsidiaries connect to Group initiatives

The Group's subsidiary model is anchored in four shared capabilities: responsible governance, inclusive products and channels, sustainable finance, and strategic partnerships. These capabilities are applied differently across subsidiaries but remain connected to a single Group purpose of improving livelihoods and delivering sustainable impact.

CRDB Bank Congo and CRDB Bank Burundi deepen the Group's regional banking footprint by extending responsible banking, digital access and green finance into the DRC and Burundi. CRDB Insurance Company expands the Group's ability to manage risk and protect livelihoods through sustainable insurance products and inclusive distribution. CRDB Bank Foundation operates as the Group's catalytic social impact platform, combining capacity building, affordable finance, digital inclusion, market access and strategic partnerships for underserved communities.

Subsidiary scorecard: financial strength and impact delivery

Audited financial performance supports the scale and resilience of sustainability delivery



CRDB Bank Burundi

PAT:
TZS 43.7bn
Assets:
TZS 2,311.2bn
Deposits:
TZS 1,097.2bn



CRDB Bank Congo

After-tax result:
TZS (9.0bn)
Assets:
TZS 319.8bn
Deposits:
TZS 118.5bn



CRDB Insurance Co.

PAT:
TZS 4.4bn
Insurance revenue:
TZS 41.4bn
Assets:
TZS 44.2bn



CRDB Bank Foundation

Seed funding:
TZS 10.2bn
Startups:
72
Women & youth trained:
129,308

All subsidiaries operate within the Group reporting boundary and follow Group-wide governance, risk, sustainability and disclosure expectations



Subsidiary	Mandate	Ownership / status	2025 audited performance indicators	Impact role in the Group
CRDB Bank Burundi S.A.	Licensed banking subsidiary in Burundi.	100% owned by CRDB Bank Plc.	Profit after tax: TZS 43.7bn; assets: TZS 2,311.2bn; deposits: TZS 1,097.2bn; interest income: TZS 172.3bn.	Regional banking, green mobility, solar financing, community resilience and climate-risk informed lending.
CRDB Bank Congo	Licensed banking subsidiary in the Democratic Republic of Congo.	55% owned by CRDB Bank Plc, with material non-controlling interests.	After-tax loss: TZS 9.0bn; assets: TZS 319.8bn; deposits: TZS 118.5bn.	Market integration, digital and phygital access, green finance, financial inclusion and ESG risk management in a high-opportunity market.
CRDB Insurance Company Limited	Licensed insurance subsidiary in Tanzania.	100% owned by CRDB Bank Plc.	Profit after tax: TZS 4.4bn; insurance revenue: TZS 41.4bn; investment income: TZS 2.9bn; assets: TZS 44.2bn.	Sustainable insurance, risk protection, youth employment through SFEs, agriculture insurance and community investment.
CRDB Bank Foundation	Registered non-governmental organisation and Group CSI / development platform.	100% controlled by the Group.	Grant to CBF: TZS 6.975bn disclosed in related-party transactions; no capital investment made during the year.	Financial inclusion, women and youth empowerment, enterprise development, agri-SME support, green business finance and digital inclusion.

2025 Group initiatives and subsidiary impact matrix

The impact matrix below consolidates the relationship between the Group's sustainability pillars, the initiatives implemented by subsidiaries and the outcomes reported for 2025. It is designed to show how subsidiary-level activities contribute to the Group's broader impact narrative rather than being reported as isolated projects.





CRDB Bank Congo

Market Integration, Green Finance and Inclusion

CRDB Bank Congo demonstrates how regional expansion can be aligned with sustainable growth. During the 2025 FY, the subsidiary advanced the Group's EVOLVE strategy by deepening market penetration, expanding its operational footprint and deploying Group digital platforms, including SimBanking, Internet Banking and Agency Banking, to increase customer touchpoints and improve accessibility.

The subsidiary's operating model combines physical presence and digital access. New branches and a corporate office in Kinshasa supplemented the existing presence in Lubumbashi, while the phygital strategy supported scale, cost discipline and customer convenience. In 2025, the

subsidiary's customer base expanded by 184.2%, from 2,560 to 7,727 customers, and assets grew from USD 72.4 million to USD 129.3 million on the sustainability disclosure basis. Total assets of TZS 319.8 billion and deposits of TZS 118.5 billion, while the subsidiary remained in an investment phase with an after-tax loss of TZS 9.0 billion.

Impact delivery in the DRC was concentrated in three areas. First, the subsidiary expanded green finance, with a portfolio of USD 9 million, primarily financing a 10 MW solar power project. Second, it advanced financial inclusion through targeted financial awareness and a partnership with Mutuelle des Personnes Handicapees to strengthen access to banking services for persons with disabilities. Third, it linked environmental stewardship with community engagement through 25 trees planted in partnership with local schools and a structured waste management collaboration with Dukan Service.

Low risk/ Category C

45%

Standard ESMS monitoring

Medium risk/ Category B

48%

Environmental and Social Action Plan required

High risk/ Category A

7%

Independent ESIA, third party audits and Group-level approval

Risk categorisation determines the depth of due diligence, mitigation, approval and monitoring applied to financed activities.



CRDB Bank Burundi

Green Mobility, Climate Resilience and Community Wellbeing

CRDB Bank Burundi is the Group's most mature regional banking subsidiary and a key platform for demonstrating how profitable growth and sustainability can reinforce each other. During the year under review, the subsidiary recorded profit after tax of TZS 43.7 billion in 2025, with total assets of TZS 2,311.2 billion, deposits of TZS 1,097.2 billion and interest income of TZS 172.3 billion.

The subsidiary's 2025 impact was anchored in climate resilience, green mobility and community support. It manages climate-related physical risks such as floods and droughts through an environmental risk assessment for every project before financing, with insurance coverage used as an important mitigation measure to protect both the Bank and customers from climate-related incidents.

The subsidiary also supported the transition to cleaner mobility and energy. It financed the construction of Burundi's inaugural electric vehicle charging station through Growth Electric Mobility and partnered with Gem e-mobility to finance USD 5 million for the importation of fully electric vehicles and associated charging stations. Beyond mobility, the Bank financed USD 2.3 million in solar equipment for mobile network operator Econet, supporting reduced reliance on fuel generators and the national power grid. During the year, the subsidiary also signed a USD 50 million agreement with FINNFUND dedicated to green projects across Burundi.



Community resilience remained a priority. The Bank responded to floods in the Gatumba area of Bujumbura by donating 100 mattresses to displaced victims and 15 computers to a local school. It also maintained quarterly support to the Ningozi Orphanage Center and supported medical camps across two provinces, expanding access to healthcare for underserved communities.



CRDB Insurance Company

Sustainable Insurance and Risk protection

CRDB Insurance Company Limited extends the Group's sustainability agenda from banking and finance into risk protection. The subsidiary's role is important because insurance strengthens household, enterprise and agricultural resilience by protecting customers from financial shocks that could otherwise undermine livelihoods, investment and business continuity.

During the 2025 FY, the company recorded profit after tax of TZS 4.4 billion, insurance revenue of TZS 41.4 billion, insurance investment income of TZS 2.9 billion and assets of TZS 44.2 billion. Its sustainability progress included becoming a signatory to the Nairobi Declaration on Sustainable Insurance, adopting ESG principles into operations, designing products that support climate resilience and implementing resource efficiency, waste reduction and digitalisation to reduce paper consumption.

The Sales Force Executive channel is a practical example of inclusive insurance distribution. As of December 2025, the channel had 39 SFEs on register, comprising 20 women and 19 men. Thirty SFEs were active, representing a 76.9% activation rate. The channel combines a community-based presence with digital platforms, including Bima Sokoni, to improve onboarding, policy issuance, servicing, data governance and customer education.

Sales Force Executive (SFE) Channel

A practical example of inclusive insurance distribution



1. OVERVIEW

The Sales Force Executive channel combines a community-based presence with digital platforms to expand inclusive insurance distribution.



2. WORKFORCE COMPOSITION

39 SFEs on register

20 women

19 men



3. ACTIVATION

76.9% activation rate

30 active SFEs



4. DISTRIBUTION MODEL

Community-based presence

Digital platforms, including Bima Sokoni



5. OPERATIONAL VALUE

Onboarding
Policy issuance
Servicing
Data governance
Customer education
Key Message

The SFE channel links human outreach with digital enablement to strengthen access, efficiency and customer support in insurance distribution.



The product mix links commercial performance with social impact. Motor insurance represented approximately 55% of the FY2025 SFE product mix, domestic package/fire 25%, agriculture insurance 10%, commercial class/fire 6% and other lines 4%. Agriculture insurance directly supports smallholder farmers and agribusinesses against crop and livestock loss, strengthening rural livelihood protection and food security.

CRDB Insurance SFE Product Mix and Social Impact Linkage

The SFE channel broadens access to risk protection while supporting youth employment and financial literacy.



Motor insurance

55% of FY2025 product mix

Domestic package/fire

25% of FY2025 product mix

Agriculture insurance

10% of FY2025 product mix

Commercial class/fire

6% of FY2025 product mix

Other lines

4% of FY2025 product mix

The product mix links insurance access to household protection, SME resilience, agricultural livelihoods and broader financial inclusion.

CRDB Insurance SFE channel product mix and social impact linkage





CRDB Bank Foundation

Catalytic Inclusion, Enterprise Development and Climate-Smart Livelihoods

CRDB Bank Foundation is the Group's dedicated platform for inclusive and sustainable development. Registered as a non-governmental organisation and established as a subsidiary of CRDB Bank, the Foundation has a mandate to transform lives and livelihoods across mainland Tanzania, Zanzibar, Burundi and the DRC. Its delivery model combines capacity building, financial literacy, business development, access to finance, digital inclusion, market readiness and partnerships.

During the 2025 FY, the Foundation delivered impact across financial inclusion, entrepreneurship development, gender equality, climate action and digital empowerment. Reported outcomes include TZS 10.2 billion in seed funding, 129,308 women and youth trained, 72 startups accelerated, 15,231 agri-SMEs supported, 6,324 women entrepreneurs participating in trade fairs and 1,350 Wakala agents trained.



TZS 10.2 billion
Seed funding mobilised



129,308
Women and youth trained



72
Startups accelerated



15,231
Agri-SMEs supported



6,324
Women entrepreneurs participating in trade fairs



1,350
WAKALA agents trained

The IMBEJU Programme remained the Foundation's primary impact vehicle. It operated through targeted pillars supporting women's entrepreneurship and economic empowerment, youth-led businesses and innovation, smallholder farmers and agri-enterprises, and cross-cutting youth enterprise and climate-smart livelihoods. The Foundation's governance framework aligned with Group standards, with internal audits conducted by CRDB Bank's Internal Audit Department rating the overall control environment as satisfactory. Fund disbursements were tracked through digital systems, including CreditPro and IMBEJU Digital Platforms, and



Strategic partnerships were central to scale. The Foundation collaborated with GIZ on a TZS 3 billion Green Business Fund for youth and women-led green enterprises; with COSTECH on a TZS 2.3 billion credit guarantee scheme to de-risk lending for innovators; with UNDP/FUNGUO to support startups with catalytic grants and seed funding; with PO-RALG to facilitate inclusive loans derived from local council revenues; with CARE International to link Village Savings and Loan Associations to formal financial services; and with MazaoHub to leverage data-driven farming for finance and market access.



Linkage between Group initiatives and subsidiary impact

The Group initiatives below act as connecting mechanisms between the parent bank and its subsidiaries. They help ensure that local delivery remains aligned with Group strategy, Group risk appetite, sustainability reporting and the impact outcomes that matter to stakeholders.

Group initiative	How the initiative is cascaded	Subsidiary application	Impact evidence
Sustainability strategy and pillars	Subsidiaries align initiatives to the Group pillars of social impact, transition to a sustainable economy and collaboration.	All subsidiaries report initiatives under the same three-pillar structure.	Subsidiary Highlights dashboard and impact matrix.
Sustainable finance and green asset growth	Banking subsidiaries originate green opportunities; Group standards guide eligibility, risk assessment and reporting.	Congo: USD 9 million green portfolio; Burundi: green mobility, solar financing and FINNFUND green finance partnership.	Green finance portfolio, green mobility financing and solar equipment financing.
Financial inclusion and digital access	Digital channels, agency banking, IMBEJU and Malkia strengthen access for underserved groups.	Congo: phygital channels and disability inclusion; Foundation: IMBEJU, Wakala agent training and digital financial inclusion.	Customer growth, IMBEJU accounts, women and youth trained, Wakala agents trained.
Risk management, ESMS and responsible lending	Climate, environmental and social screening informs approval, mitigation and monitoring.	Congo portfolio categorisation; Burundi environmental risk assessment before financing; CIC risk protection products.	Category C/B/A portfolio profile; climate resilience insurance products; project mitigation requirements.
Partnerships for scale	The Group uses development partners, government, ecosystem partners and industry platforms to multiply impact.	Burundi: FINNFUND, Gem e-mobility and Econet; Foundation: GIZ, COSTECH, UNDP/FUNGUO, CARE, PO-RALG, MazaoHub; CIC: NDSI and FSD Africa.	USD 50m FINNFUND agreement; TZS 3bn Green Business Fund; TZS 2.3bn guarantee scheme; NDSI signatory status.
Data, disclosure and governance	Subsidiaries are integrated into Group reporting, ESG coordination and disclosure expectations.	ESG coordinators instituted across subsidiaries and reporting into Group sustainability oversight.	Group sustainability report boundary, subsidiary impact disclosures and audited financial statements.



Consolidated subsidiary impact outcomes

Impact dimension	Congo	Burundi	Insurance	Foundation
Financial inclusion	184.2% customer base growth; partnership for persons with disabilities; loans to female clients in microfinance and retail.	Community and healthcare access linked to financial resilience; green finance products serving customers and enterprises.	SFE channel extends insurance access to underserved and first-time customers.	IMBEJU, Malkia, digital inclusion, Wakala training and capacity building for women, youth and agri-SMEs.
Climate and green transition	USD 9m green finance portfolio; 10 MW solar project; employee solar kits.	USD 5m e-mobility financing; USD 2.3m solar equipment for Econet; environmental risk assessment before financing.	Climate-resilience products; agriculture insurance; green office practices.	TZS 3bn Green Business Fund; green enterprises in renewable energy, waste management and climate-smart agriculture.
Community and social wellbeing	Medical equipment valued at about USD 50,000, supporting 1,500 beneficiaries; sports and youth cohesion.	Gatumba flood support, school computers, medical camps and orphanage support.	More than TZS 100m community investment in health, water, child protection and social inclusion.	129,308 women and youth trained; 6,324 women entrepreneurs in trade fairs; 72 startups accelerated.
Partnerships and ecosystem building	Mutuelle partnership; Dukan Service; local schools.	FINNFUND, Gem e-mobility, Econet, Growth Electric Mobility and medical camp partners.	Nairobi Declaration on Sustainable Insurance and FSD Africa technical assistance.	GIZ, COSTECH, UNDP/FUNGUO, PO-RALG, AfDB, CARE and MazaoHub.
Governance and reporting linkage	ESMS monitoring, ESAPs, independent ESIA for high-risk exposures and Group-level approvals.	Environmental risk assessment before financing and insurance coverage as mitigation.	Regulated distribution model, product suitability and data-enabled advisory model.	Digital fund tracking, implementation partner reporting and internal audit rating of satisfactory control environment.



Alignment with Sustainable Development Goals

Subsidiary initiatives contribute to SDGs through financial inclusion, enterprise development, green finance, insurance protection, climate action, gender inclusion, health, education and partnerships. The alignment below reflects the most direct contribution of the initiatives disclosed for 2025.

SDG contribution area	Relevant subsidiaries	2025 examples	Primary SDG linkage
No poverty, reduced inequalities and inclusion	Congo, Foundation, Insurance	Disability inclusion, IMBEJU, women/youth training, inclusive insurance distribution and Wakala capacity building.	SDG 1, SDG 5, SDG 8, SDG 10
Food security and agricultural resilience	Insurance, Foundation, Group banking operations	Agriculture insurance, agri-SME support, climate-smart agricultural enterprises and farmer-focused capacity building.	SDG 2, SDG 8, SDG 13
Health, wellbeing and community resilience	Burundi, Congo, Insurance	Gatumba flood support, medical camps, hospital equipment, CRDB Bank Marathon, clubfoot treatment and child protection.	SDG 3, SDG 4, SDG 10
Clean energy and climate action	Congo, Burundi, Foundation	10 MW solar project, e-mobility financing, solar equipment for Econet, Green Business Fund and renewable energy enterprises.	SDG 7, SDG 9, SDG 11, SDG 13
Partnerships for scale	All subsidiaries	FINNFUND, GIZ, COSTECH, UNDP/FUNGUO, CARE, PO-RALG, MazaoHub, NDSI and FSD Africa.	SDG 17



Integrated value created through subsidiaries

The Group's 2025 subsidiary performance demonstrates that sustainability delivery is embedded across operating entities, not limited to the parent bank. Banking subsidiaries translate Group strategy into regional financial inclusion, market growth and green finance; the insurance subsidiary strengthens customer resilience through risk protection; and the Foundation delivers targeted inclusion, enterprise development and climate-smart livelihood programmes.

This integrated approach enables CRDB Bank Group to connect capital, capability and partnerships with locally relevant outcomes. It also strengthens the Group's capacity to demonstrate impact through auditable financial performance, reported sustainability metrics, subsidiary-level evidence and clear linkage to the Group's purpose. By aligning subsidiaries with Group strategy and market-specific needs, CRDB Bank Group continues to create sustainable impact together with customers, communities, partners, employees, regulators and shareholders.

Integrated subsidiary impact matrix

How 2025 subsidiary initiatives connect to Group pillars, Group initiatives and reported outcomes

Subsidiary	Lead positive social impact	Drive transition to a sustainable economy	Foster collaborations	Group linkage
CRDB Bank Congo	25 trees planted; 1,500 hospital beneficiaries; financial literacy and inclusion for differently abled persons.	USD 9 million green finance portfolio anchored by a 10 MW solar project; employee solar kits.	Mutuelle partnership; Dukan Service waste management; local school environmental clubs.	EVOLVE regional expansion, ESMS, digital channels, financial inclusion and green finance.
CRDB Bank Burundi	100 mattresses for Gatumba flood victims; 15 computers to a local school; quarterly support to Ningozi Orphanage.	USD 5 million electric vehicle financing; USD 2.3 million solar equipment financing; environmental risk assessment before financing.	Gem e-mobility; Econet; FINNFUND USD 50 million green projects agreement; medical camp partners.	Climate resilience, responsible lending, sustainable mobility, regional green finance and community resilience.
CRDB Insurance Company	TZS 100 million+ community investments, including health, maternal care, clubfoot treatment and child protection.	Climate-resilience insurance products; agriculture insurance; green office initiatives and digitalisation.	Nairobi Declaration on Sustainable Insurance; FSD Africa Technical Assistance Programme; SFE channel.	Risk protection, sustainable insurance, youth employment, customer protection and inclusive distribution.
CRDB Bank Foundation	TZS 10.2 billion seed funding; 129,308 women and youth trained; 72 startups accelerated.	TZS 3 billion Green Business Fund with GIZ; green enterprises and climate-smart agriculture.	COSTECH TZS 2.3 billion guarantee; PO-RALG, UNDP/FUNGO, AfDB, GIZ, CARE and MazaoHub.	Imbeju, Malkia, women and youth enterprise, agri-SMEs, digital financial inclusion and partnerships.

Integrated subsidiary impact matrix linking subsidiary actions to Group pillars and initiatives.

Impact matrix by subsidiary, material outcome and evidence

Subsidiary	Group initiative linkage	Material impact area	2025 action / output	Reported outcome	Strategic significance
CRDB Bank Congo	Regional expansion; sustainable finance; ESMS; digital channels.	Green finance and climate transition.	Green finance portfolio reached USD 9 million, primarily through a 10 MW solar project.	Supported renewable energy generation and increased the share of clean energy in the national grid.	Demonstrates that regional expansion can be linked to green asset origination and climate opportunity.
CRDB Bank Congo	Financial inclusion and customer access.	Inclusion for underserved groups.	Partnership with Mutuelle des Personnes Handicapees; targeted financial awareness in schools and communities.	Structured access to banking services for persons with disabilities and new customer segments.	Connects financial inclusion with dignity, access and market penetration.
CRDB Bank Congo	Environmental stewardship and ESG risk management.	Waste management and environmental education.	25 trees planted with local schools; bi-weekly waste collection and segregation with Dukan Service.	Improved environmental hygiene, youth environmental education and discipline at supported sites.	Localises the Group's environmental stewardship agenda.
CRDB Bank Burundi	Climate resilience; responsible lending; green finance.	Sustainable mobility and solar energy.	Financed USD 5 million for fully electric vehicles and charging stations; financed USD 2.3 million solar equipment for Econet.	Supported low-carbon transport infrastructure and reduced reliance on fuel generators and the national grid.	Positions the subsidiary as a green finance pioneer in Burundi.
CRDB Bank Burundi	Community resilience and social investment.	Disaster response, education and health.	Donated 100 mattresses to Gatumba flood victims and 15 computers to a school; supported medical camps and Ningozi Orphanage.	Addressed humanitarian needs, education continuity and healthcare access for underserved communities.	Links community support to climate vulnerability and social resilience.
CRDB Bank Burundi	Strategic partnerships for scale.	Green finance mobilisation.	Signed a USD 50 million agreement with FINNFUND dedicated to green projects across Burundi.	Expanded capacity to scale from individual projects to a broader green finance programme.	Strengthens the Group's development-finance partnership model.

Subsidiary	Group initiative linkage	Material impact area	2025 action / output	Reported outcome	Strategic significance
CRDB Insurance Company	Sustainable insurance; inclusive distribution; customer protection.	Risk protection and financial inclusion.	Established SFE channel with 39 registered SFEs, 51% women, and a digitally enabled advisory model.	Expanded access to insurance through youth-focused and gender-balanced distribution.	Uses insurance as a resilience tool while creating professional pathways.
CRDB Insurance Company	Climate resilience and sustainable product design.	Sustainable insurance practices.	Designed insurance products that support climate resilience; agriculture insurance comprised 10% of SFE policies sold.	Supports rural livelihood protection, food security and risk transfer.	Extends sustainability from lending to risk protection.
CRDB Insurance Company	Community investment and social impact.	Health, water, inclusion and child protection.	Invested more than TZS 100 million in community projects including CRDB Bank Marathon, clubfoot treatment and child protection.	Contributed to healthcare, maternal care, water access and safeguarding vulnerable groups.	Demonstrates that insurance growth is accompanied by community value creation.
CRDB Bank Foundation	Inclusive finance, entrepreneurship and skills.	Women, youth and enterprise development.	Disbursed TZS 10.2 billion seed funding; trained 129,308 women and youth; accelerated 72 startups.	Expanded capacity, finance readiness and enterprise growth for underserved communities.	Acts as the Group's catalytic delivery arm for inclusive economic participation.
CRDB Bank Foundation	Climate action and green enterprise.	Green businesses and climate-smart livelihoods.	Launched a TZS 3 billion Green Business Fund with GIZ; supported enterprises in renewable energy, waste management and climate-smart agriculture.	Expanded finance for environmentally friendly businesses and youth-led green enterprises.	Connects social inclusion with climate opportunity.
CRDB Bank Foundation	Partnerships for scale.	Credit guarantees and ecosystem support.	Collaborated with COSTECH through a TZS 2.3 billion credit guarantee scheme; partnered with PO-RALG, UNDP/FUNGUO, AfDB, CARE and MazaoHub.	De-risked lending for innovators and enabled larger-scale financial inclusion and enterprise programmes.	Shows the Group's ability to multiply impact through partnership platforms.

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