

ADVANCING

CUSTOMERS & SOCIETY



RECORDING FINANCIAL PERFORMANCE

Delivering robust financial results with steady balance sheet expansion and strong quality asset

ENHANCING TECHNOLOGY RESILIENCE

Elevating the digital experience by advancing our mobile banking platform with expanded functionalities

GIVING BACK TO COMMUNITIES

Organising diverse CSR projects ranging from education, healthcare, environment, social development and more

Our retail and institutional customers:



**Over
30 million**

Our self-service access points:



5,590

Our branch network:



576

Our workforce:



**Around
33,000**



OTHER MARKETS



SHANGHAI

Branch: **1**



HONG KONG

Branch: **1**



UNITED KINGDOM

Branch: **1**

ASEAN



THAILAND

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



VIETNAM

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



CAMBODIA

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



PHILIPPINES

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



MALAYSIA

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



INDONESIA

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



SINGAPORE

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

INSIDE



01

OVERVIEW

08	Corporate Profile
08	Commitment to Service Quality & Excellence
09	Our People
09	Our Values
10	Message from the Chairman
12	Letter from Group Chief Executive Officer
14	Performance Review by Chief Executive Officer



02

BUSINESS REVIEW

18	Business Banking
19	Enterprise Banking
20	Consumer Banking
21	Corporate, Transaction Banking & Financial Institution Group



05

BOARD OF DIRECTORS & MANAGEMENT

58	Board of Directors
63	Joint Company Secretary
66	Management Team



06

AUDITED FINANCIAL STATEMENTS

76	Directors' Report
78	Independent Auditor's Report
80	Statement of Financial Position
81	Statement of Comprehensive Income
82	Statement of Changes in Equity
83	Statement of Cash Flows
84	Notes to the Financial Statements

THIS REPORT



03

CORPORATE GOVERNANCE

24	Statement on Corporate Governance
36	Audit Committee Report
38	Statement on Internal Control
42	Corporate Structure
43	Organisation Chart
44	Corporate Information



04

HIGHLIGHTS & ACHIEVEMENT 2024

48	Corporate Event Highlights
54	Media Highlights

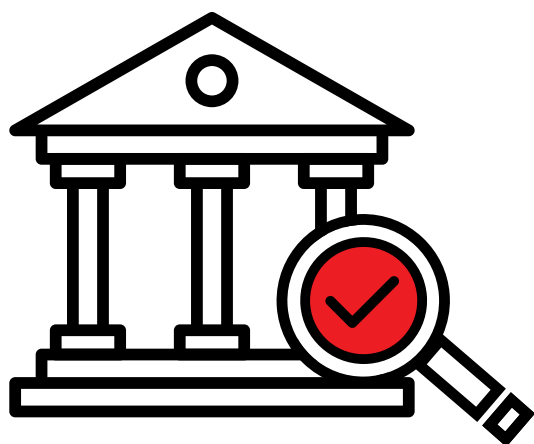


07

CORPORATE DIRECTORY

130	Branch Network
132	Group Corporate Directory

01



OVERVIEW

08	Corporate Profile
08	Commitment to Service Quality & Excellence
09	Our People
09	Our Values
10	Message from the Chairman
12	Letter from Group Chief Executive Officer
14	Performance Review by Chief Executive Officer

CORPORATE PROFILE

► ABOUT CIMB BANK PLC

CIMB Bank PLC was established in Cambodia on 19 November 2010 with the opening of a commercial banking branch in the heart of Phnom Penh. Today, the Bank operates 14 branches with 11 cash deposit machines, 02 cheque deposit machines and 29 ATMs across five major cities: Phnom Penh, Siem Reap, Preah Sihanouk, Battambang and Kampong Cham.

We currently serve more than 35,000 corporate and individual customers. In response to growing demand from our customers across Cambodia, the Bank offers a wide range of banking products and services including consumer, commercial, corporate & transaction banking and financial institution group.

As of December 2025, CIMB Bank PLC employed over 500 employees with diverse experience and expertise in the banking and financial industry, amongst others. CIMB Bank PLC is committed to building a strong and sustainable financial future for our customers. We have constantly striven, from the very beginning, to create opportunities and value through our innovative products and services. We pride ourselves on being not only a financial services provider, but also a true business partner to assist customers in making the right financial and investment decisions. CIMB Bank PLC is a Cambodian subsidiary of CIMB Group.

► ABOUT CIMB GROUP

CIMB Group ("CIMB" or "the Group") is one of ASEAN's leading banking groups and Malaysia's second largest financial services provider, by assets. Listed on Bursa Malaysia via CIMB Group Holdings Berhad, it had a market capitalisation of approximately RM89.0 billion as at 31 December 2025. It offers consumer banking, commercial banking, wholesale banking, transaction banking, Islamic banking and asset management products and services. Headquartered in Kuala Lumpur, the Group is present across ASEAN in Malaysia, Indonesia, Singapore, Thailand, Cambodia, Vietnam and the Philippines.

Beyond ASEAN, the Group has market presence in China, Hong Kong and UK. CIMB has one of the most extensive retail branch networks in ASEAN with 576 branches and over 33,000 employees as at 31 December 2025. CIMB's investment banking arm is one of the largest Asia Pacific-based investment banks, which together with its award-winning treasury & markets and corporate banking units comprise the Group's leading wholesale banking franchise.

COMMITMENT TO SERVICE QUALITY & EXCELLENCE

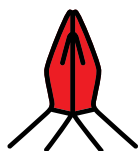
CIMB Bank is a people-driven business. The role of CIMB Bank PLC is to serve our clients and customers, or to serve the people who serve our clients and customers.

Since CIMB Bank PLC's early days, customers and clients have been core to everything we do. The first of our five values is that we are customer centric. We exist for our clients and customers and recommend products and services that they understand and value.

We place equal emphasis on our four other values, namely, Customer Obsessed, High Performance, Integrity, Diversity and Inclusion and Agility. We believe that the combination of these principles in everything we do creates long-term value for not just our customers, but for our staff and stakeholders too.

In pursuit of our customer service excellence goals, CIMB Bank has defined our customer service pledge to provide our customers with positive services. Each and every time, we will:

AT CIMB BANK, CUSTOMERS ARE THE FOCUS OF EVERYTHING THAT WE DO.



GREET YOU WITH
A **SAMPEAH**



SERVE YOU WITH
A **SMILE**



SERVE YOU WITHIN
FIVE MINUTES AT
OUR BRANCHES



FOCUS ON **SOLUTIONS**
OR WHAT WE CAN DO
FOR CUSTOMERS –
NOT WHAT WE CAN'T.

OUR PEOPLE

Our people are central to our purpose of Advancing Customers and Society. Guided by our EPICC values and driven by our commitment to be Simpler, Better, and Faster, we cultivate a capable, engaged, and high-performing workforce empowered to deliver meaningful impacts for our customers and communities.

HUMAN CAPITAL GROWTH AND TALENT DEVELOPMENT

“ We are obsessed with talent growth, and we value each individual employee who has contributed to growing CIMB Bank PLC as it is today. ”

CIMB BANK PLC IS A PLACE

WHERE TALENT GROWS



As a people-driven business, CIMB Bank PLC is a home where talent grows. We strive to attract, retain, and nurture top talent through opportunities across departments locally and regionally, supported by structured platforms that expand knowledge, create added value, and encourage innovation. Our investment in people exceeds 20,000 training man-hours annually, averaging 60 hours per employee, strengthening capabilities and sustaining our competitive advantage.

WHERE EMPLOYEES ARE ENGAGED



We foster strong employee engagement and teamwork through Leadership Sharing Sessions, Town Halls, Team Building initiatives, and Staff Gala Dinners. Our annual Internal Customer Satisfaction Survey provides a platform for employees' voices, reinforcing an open culture of continuous improvement. We believe engaged employees are productive employees.

WHERE PERFORMANCE AND REWARDS ARE COMMENSURATE WITH EACH OTHER



We maintain robust performance management practices driven by Key Performance Indicators (KPIs) aligned with business goals and the Group's direction. Our KPIs incorporate compliance and governance elements with a clear linkage between performance and rewards. Ongoing performance conversations ensure our people remain on track and receive timely support to achieve higher performance.

WHERE GIVING BACK TO OUR SOCIETY IS PRIORITISED



Guided by our Corporate Social Responsibility (CSR) pillars - Education, Healthcare, Environment, and Social Development - our employees contribute both corporately and individually to the communities we serve. Giving back is a shared responsibility that reflects our commitment as an organisation while fostering a spirit of care and contribution among our staff.

WHERE THE CIMB CULTURE THRIVES



As a purpose-driven organisation, CIMB Bank PLC is grounded in our EPICC culture - Enabling Talent, Passion, Integrity & Accountability, Collaboration, and Customer Centricity. These principles guide how we empower our talent, uphold integrity, strive for excellence, and pursue collective success to deliver strong customer experiences. Our commitment to be Simpler, Better, and Faster (SBF) drives continuous improvement and operational agility across the organisation.

OUR VALUES



E

Enabling Talent

We enable and develop our people. We want to be the best place for the best talent.



P

Passion

We pursue excellence in all we do and deliver beyond the ordinary.



I

Integrity and Accountability

We act in an ethical and trustworthy manner. We take ownership of all our actions.



C

Collaboration

We commit to team over individual success. CIMB's success is our success.



C

Customer Centricity

We put customers at the heart of everything we do. We always do right by them.



Raymond Yeoh Cheng Seong
Chairman

Message from the Chairman

Dear Stakeholders,

2025 marked a significant milestone as CIMB Cambodia celebrated its 15th Anniversary, reflecting a journey of steady growth and our continued commitment to advancing customers and society. Throughout this journey, the Bank has supported Cambodia's economic development by enabling business growth, expanding financial access, and fostering partnerships across key sectors.

On a personal note, having joined the Board this year, I am deeply honoured to serve as your Chairman during this milestone. It is a privilege to lead an institution that has become an integral part of Cambodia's financial landscape over the past 15 years.

Within this evolving economic landscape, Cambodia's economy remained resilient in 2025, recording GDP growth of around 5% despite a complex global environment and domestic challenges, including border tensions with Thailand. Manufacturing remained a key pillar with 8.5% year-on-year growth, while tourism expanded by 5.1% despite a slight decline in international visitor arrivals. Agriculture and construction recorded modest growth and gradual stabilisation, while foreign direct investment increased by 18.2%, reflecting continued investor confidence in Cambodia's long-term prospects.

Cambodia's financial sector remained stable and well-capitalised under the prudent oversight of the National Bank of Cambodia (NBC), with banking sector assets reaching USD 101.8 billion. The sector maintained a balanced funding structure, with customer deposits of USD 65.7 billion, representing 14.7% year-on-year growth, and total loans of USD 63 billion, reflecting 4.1% growth. While credit expansion moderated, banks maintained strong liquidity and disciplined risk management, with industry-wide non-performing loan ratios remaining manageable at around 8.9%.

► 2025 PERFORMANCE AND STRATEGIC HIGHLIGHTS

Building on this environment, CIMB Bank PLC delivered another year of solid financial performance, supported by balanced portfolio expansion, disciplined cost management, and strengthened strategic partnerships that expanded our ecosystem and enhanced value delivery to customers.

Profit before tax (PBT) reached USD 24.63 million, representing 10% year-on-year growth while maintaining prudent risk management. Gross loans expanded to USD 1 billion, reflecting 10% growth, while customer deposits increased to USD 1.2 billion, representing 5% growth and demonstrating continued customer confidence in our funding franchise. Total assets reached USD 1.64 billion, reflecting 6% growth. Asset quality remained robust, with the NPL ratio at 3.52%, compared to the industry trends.



CIMB Unity Run for Charity on 12 January 2025 @Phnom Penh



CIMB Bank Tree Planting Day on 27 July 2025 @Angkor CIMB Park, Siem Reap

► BUILDING CAPABILITIES, EMPOWERING PEOPLE

At the Board level, we recognise that our people are the fundamental drivers of CIMB Cambodia's resilience and long-term success. Our strategy remains focused on cultivating a future-ready workforce capable of navigating an increasingly complex financial landscape. In 2025, we continued investing in talent development, leadership capabilities, and professional growth across the organisation. Our investment in learning and development exceeded 20,000 training man-hours, averaging 60 hours per employee. Employees also participated in local and regional training programmes through both online and in-person learning platforms, enabling continuous knowledge sharing and capability development.

Guided by our EPICC culture, we strengthened a culture of performance and collaboration. Our commitment to being Simpler, Better, and Faster (SBF) continued to drive agility and operational excellence. Employee engagement and wellbeing were further supported through initiatives such as town halls, team-building activities, and staff healthcare sharing sessions.

► SUSTAINABILITY AND COMMUNITY IMPACT

Sustainability continues to guide CIMB Cambodia's approach to long-term value creation. Anchored by our purpose of Advancing Customers and Society, we promote responsible growth through initiatives supporting environmental stewardship, social development, and sustainable business practices. During the year, we organised customer engagement initiatives, including a green financing business workshop and a solar experiential learning trip.

Community engagement remained a priority. The CIMB Unity Run for Charity raised over USD 81,000 for Angkor Hospital for Children. Environmental efforts continued through our Tree Planting Day at CIMB-Angkor Park in Siem Reap, in collaboration with the APSARA National Authority. Our Blood Donation campaigns supported national healthcare needs, alongside contributions to the Cambodian Red Cross, assistance to communities affected by the Cambodian-Thai border situation, and participation in the NBC's Eye Treatment Programme, reinforcing our commitment to environmental sustainability, education, healthcare, and social development.

► STRENGTHENING GOVERNANCE AND COMPLIANCE

Strong governance and disciplined risk management remain fundamental to CIMB Cambodia's long-term stability. In 2025, the Bank further strengthened its governance framework, internal controls, and risk monitoring processes while maintaining disciplined credit practices aligned with NBC regulations.

We reinforced our culture of compliance and accountability through initiatives such as the internal panel discussion "Safeguarding the Bank," alongside ongoing training and awareness programmes on AML/CFT and regulatory compliance.

► LOOKING AHEAD

Looking ahead, CIMB Cambodia will continue building on its strong foundation while pursuing sustainable growth through stronger customer relationships, enhanced digital capabilities, and tailored financial solutions. Guided by our aspiration to become the Leading Focused ASEAN Bank, we remain committed to delivering meaningful value and supporting Cambodia's continued economic progress - Moving You Forward.

On behalf of the Board of Directors, I extend our sincere appreciation to the Royal Government of Cambodia and the National Bank of Cambodia, as well as our valued customers, partners, and shareholders, for their continued trust and support. I would also like to thank #TeamCIMB for their dedication and professionalism as we continue advancing customers and society.

Raymond Yeoh Cheng Seong
Chairman

Letter from Group Chief Executive Officer

Dear Stakeholders,

I am pleased to share an update on CIMB Group's continued commitment to Cambodia and the progress we are making under Forward30.

Novan Amirudin
Group Chief Executive Officer

▶ CIMB GROUP'S COMMITMENT TO CAMBODIA

Cambodia remains an important market within CIMB Group's ASEAN strategy. We are focused on being a trusted, long-term partner to customers, communities and the financial ecosystem - providing solutions that are simpler, better and faster, and supporting sustainable, inclusive growth as the country continues to develop.

▶ LEADERSHIP

In 2025, CIMB Cambodia marked a leadership transition. Effective 1 April 2025, Hong Cheap was appointed as CEO of CIMB Cambodia, and has led with strong conviction and disciplined execution - qualities that align well with our Forward30 ambitions and our commitment to serve customers with care and professionalism. With over 13 years of service at the Bank, Hong Cheap has been instrumental in driving the growth and development of the Commercial Banking business, which he has led for the past 7 years. I would also like to thank Bun Yin for his steady stewardship and meaningful contributions in strengthening the franchise during his tenure as CEO. Bun Yin will continue to serve on the CIMB Cambodia Board as a non-independent non-executive director, providing continuity and counsel.

▶ NAVIGATING THE GLOBAL AND CAMBODIAN ECONOMIC LANDSCAPE

The operating environment in 2025 remained shaped by geopolitical fragmentation, inflationary pressures and interest-rate uncertainty. As a dollarised economy, Cambodia is particularly sensitive to external shifts that can affect exports, investment flows and consumer confidence; this was further compounded by Cambodia-Thailand border tensions that periodically weighed on trade and business sentiment.

In these conditions, we remained cautious and customer-centric - closely monitoring exposures, engaging customers early on cash-flow planning, and maintaining strong liquidity and operational resilience. This discipline on risk and capital, together with prudent underwriting and active portfolio management, helped us continue serving customers reliably while investing in digital capability and operational resilience.

CIMB GROUP'S KEY FOCUSES ON CIMB CAMBODIA



PEOPLE AND CULTURE

WE WILL CONTINUE TO STRENGTHEN A CULTURE ROOTED IN EPICC AND INVEST IN MAKING OUR DAILY INTERACTIONS SIMPLER, BETTER, FASTER SO OUR COLLEAGUES CAN BRING THEIR BEST TO SERVING CLIENTS EVERY DAY.



COMMITMENT TO SUSTAINABILITY

WE CONTINUED TO MOBILISE SUSTAINABLE FINANCE AND EXPAND SOLUTIONS ALIGNED TO OUR GREEN, SOCIAL, SUSTAINABLE IMPACT PRODUCTS AND SERVICES (GSSIPS) FRAMEWORK.

► PEOPLE AND CULTURE

Forward30 is anchored on our purpose of advancing customers and society, and this starts with our people. In a year that required focus and adaptability, I am grateful for the commitment of the CIMB Cambodia team and the trust of our customers.

We will continue to strengthen a culture rooted in EPICC and invest in making our daily interactions simpler, better, faster so our colleagues can bring their best to serving clients every day.

► COMMITMENT TO SUSTAINABILITY

Sustainability remains central to how we create long-term value and support customers through a changing economy. In 2025, we continued to mobilise sustainable finance and expand solutions aligned to our Green, Social, Sustainable Impact Products and Services (GSSIPS) framework.

In Cambodia, we are strengthening environmental and social risk considerations in our financing decisions, improving resource efficiency in our operations, and supporting customers with solutions such as EV and renewable-energy financing. We also remain committed to community partnership through focused CSR programmes and employee volunteering.

► LOOKING AHEAD

CIMB Cambodia is an important part of CIMB Group's ambition to be a leading focused ASEAN bank. Our focus is to execute Forward30 with discipline - deepening targeted customer segments, strengthening profitability and resilience, and accelerating digital and data-led delivery - while upholding sound governance and risk management.

With the strength of our regional network and the dedication of our people, we will continue to advance customers and society, and deliver lasting value for Cambodia and the broader ASEAN region.

Novan Amirudin

Group Chief Executive Officer
CIMB Group Holdings Berhad

Performance Review by Chief Executive Officer

► RESILIENCE IN A CHANGING OPERATING ENVIRONMENT

In 2025, the operating environment remained shaped by geopolitical fragmentation, inflationary pressures and interest-rate uncertainty. As a dollarised economy, Cambodia is particularly sensitive to external shifts that can affect exports, investment flows and consumer confidence. This was further compounded by Cambodia and Thailand border tensions that periodically weighed on trade and business sentiment. Despite these headwinds, Cambodia's economy remained resilient in 2025, recording GDP growth of around 5%.

Hong Cheap
Chief Executive Officer



► SOLID FINANCIAL PERFORMANCE

2025 marked a significant milestone as CIMB Cambodia celebrated its 15th Anniversary, reflecting a journey of steady growth and our continued commitment to advancing customers and society. Adhering to our purpose of "Advancing Customers and Society" coupled with competent and dedicated staff together with our financially disciplined customers, I am proud to report that CIMB Cambodia maintained a good growth with robust financial results in 2025. Our profit before tax in 2025 reached USD 24.63 million, representing a solid 10% year-on-year growth. This profitability was supported by steady balance sheet expansion, with total assets growing by 6% year-on-year to reach USD 1.64 billion. We also generated healthy momentum across our core lending and funding activities. Our gross loans expanded to USD 1 billion, reflecting a 10% year-on-year growth, while customer deposits increased by 5% year on year to USD 1.2 billion. Crucially, our discipline on risk management allowed us to maintain strong asset quality with NPL ratio reported at 3.52%.

Our key focus is to grow within our commercial banking segment which consists of small and medium enterprises (SME) and larger business corporations which is the backbone for country's economic growth. Our Business Banking and Enterprise Banking segments drive for deposit and loan growth while also expanding our cash management and trade finance to generate the growth of non-interest income.

Our Consumer Banking segment serves Individual customer's needs and drove cost optimisation of our branch operation. Consumer Banking, which forms the backbone of our sales and operations and encompasses about 50% of the Bank's total employees, demonstrated resilience by sustaining stability in total deposits and enhancing customer services. By maintaining a stable CASA base, the division reinforced our quality funding and successfully safeguarded asset quality, keeping one of the lowest NPL rates in the market. Rounding out our comprehensive suite of services, the Corporate, Transaction Banking & Financial Institution Group (CTB & FIG) delivered a satisfactory performance amid an evolving economic landscape, maintaining solid asset quality and sustaining prudent portfolio growth through disciplined risk management and close customer engagement.

► 2025 KEY STRATEGIC INITIATIVES

Throughout the year, we have advanced several key initiatives aimed at enriching customer experience and expanding our strategic capabilities. To attract more customers and elevate their digital experience, Consumer Banking enhanced our mobile banking platform with expanded functionalities. We also improved critical systems and processes to enhance both internal and external customer journeys.

CIMB BANK PLC'S KEY HIGHLIGHTS IN 2025



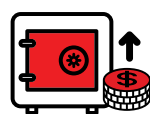
USD 24.63 MILLION

PROFIT BEFORE TAX



3.52%

NON-PERFORMING LOAN RATIO



5%

YEAR-ON-YEAR
DEPOSIT GROWTH



10%

YEAR-ON-YEAR
LOAN GROWTH

Within Enterprise Banking, we deployed a hybrid model combining human touch with digital enablement, which strengthened client satisfaction, improved turnaround times, and enhanced the overall client experience. On the corporate front, CTB successfully onboarded new sectors, notably renewable energy projects, reflecting our deep commitment to supporting Cambodia's sustainability agenda. With our Group wide range of networks across ASEAN countries, one of our key priorities is to enhance our cross-border activity to facilitate our customers by improving their cross-border trade and connectivity, facilitating their cross-border sourcing and business expansion across the region.

► LOOKING AHEAD TO 2026 AND BEYOND

As an integral part of CIMB Group, CIMB Cambodia has fully embedded our five-year strategic business plan, Forward30. Anchored by our core purpose of "Advancing Customers and Society", this blueprint is designed to build a future-ready organisation. Looking ahead, we will execute Forward30 with strict discipline, focusing our efforts across three fundamental areas:

Customers: Growing Together

Amidst increasing customer expectations and a challenging operating environment, our focus on Forward30 enables us to strengthen our core businesses and capabilities. This commitment ensures that we maintain our high service standards, allowing both our customers and the Bank to grow together.

Society: Creating Sustainable Value

Recognising that our responsibility extends beyond banking, we are actively investing in our communities to create long-term impact. To promote environmental sustainability, we launched integrated home and solar rooftop mortgages alongside discounted EV financing to make green living more accessible, while also planting 5,000 trees to establish the five-hectare Angkor-CIMB Park, which we plan to expand in the coming years.

Furthermore, we remained steadfast in our humanitarian and social commitments, providing over USD 20,000 in direct relief for displaced families and partnering with World Vision to build a solar-powered community water system serving 500 residents in Banteay Meanchey. We also continued to nurture future leaders by contributing over USD 60,000 to improve educational access for more than 1,000 children and awarding seven major scholarships to support disadvantaged students.

Staff: Empowering a Future-Ready Workforce

Our success starts with our people. We will continue to strengthen a culture rooted in our EPICC values to build an inclusive workplace through open communication such as CEO catch-ups and town halls, alongside comprehensive wellness and recognition programmes. To prepare for the future of banking, we are accelerating investments in digital, data, and AI capabilities. By strengthening our talent pipeline with structured development programmes, we are nurturing the next generation of innovative leaders who will drive our sustained growth.

► ACKNOWLEDGMENTS

I wish to extend our profound appreciation to the National Bank of Cambodia; under its prudent oversight, Cambodia's financial sector remained stable and healthy. I also thank our valued customers and partners for their enduring trust. Finally, in a year that required immense focus and adaptability, I am deeply grateful for the commitment and dedication of the CIMB Cambodia team. We will continue moving forward together, delivering lasting value for Cambodia.

Hong Cheap
Chief Executive Officer

02



BUSINESS REVIEW

18	Business Banking
19	Enterprise Banking
20	Consumer Banking
21	Corporate, Transaction Banking & Financial Institution Group

BUSINESS BANKING



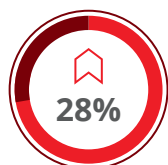
CIMB Bank PLC's Business Banking Division caters for the Bank's business customers while offering loan and deposit products, together with transactional services to medium-sized corporates.

> FINANCIAL PERFORMANCE AND KEY INITIATIVES IN 2025

In 2025, Business Banking significantly achieved YoY growth of deposit and loan at 28% and 15% respectively. The division's good current account (CASA) ratio of 50% is testament to strong balance sheet management that resulted in lowering overall cost of funding. Business Banking's asset quality continues to remain robust with a low non-performing loan (NPL) ratio of 3.43%.

By end of 2025, Business Banking had a total of 29 personnel, comprising three Business Banking centres, and one Business support. With the focus on improving knowledge, experience and creating a clear path of career progression, various programmes were put in place for the development of our employees. These have raised competency as seen by strong improvements in efficiency and productivity and through the promotion of key employees who have taken up positions of higher responsibility within the team.

We were also able to leverage on CIMB Group's regional network for a two-way referral between CIMB Bank in Cambodia and the Group's other core markets in Malaysia, Indonesia, Singapore, Vietnam and Thailand. With a regional referral framework in place, we are able to create more value for our customers by facilitating cross-border sourcing and business expansion for them.



Deposit Growth



Loan Growth



CASA Ratio



NPL Ratio

> PLANS FOR 2026

With our strong foundation and continuous improvement of employee competency, we are hopeful of continuing our strong growth and maintaining good asset quality for 2026. As it has been tough in the past 5 years due to the impact of the global pandemic and economic changes, together with on-going uncertainties, especially in the year of 2025, the NPL ratio in the industry has noticeably jumped. However, we have strong belief in Cambodia's resiliency and expect this situation will be in better position, and the economic growth in Cambodia will keep improving in 2026 to open up more business opportunities.

In 2026, we will further improve our processes to better serve our rapidly growing customer base and improve overall productivity. We will continue to invest in developing our employees with more targeted training programmes and skill-enhancement initiatives.

PRODUCTS IN
 > BUSINESS BANKING
 > ENTERPRISE BANKING



TERM LOAN



OVERDRAFT



REVOLVING CREDIT



BANK GUARANTEE



LETTER OF CREDIT

ENTERPRISE BANKING



Enterprise Banking, formally established in 2025 following its strategic separation from the Commercial Banking Division, aims to prioritise scalable portfolio expansion with tailored products and services. The formation of this dedicated business segment reflects the Bank's ambition to accelerate growth in the emerging enterprise and small and medium enterprise (SME) client segments.

> FINANCIAL PERFORMANCE AND KEY INITIATIVES IN 2025

Enterprise Banking delivered a healthy balance sheet expansion and contributed to the Bank's overall results. The business unit achieved 18% loan growth, reflecting successful penetration into the emerging enterprise and SME segments. Asset quality remained manageable, with an NPL ratio of 4.16%, significantly lower than the industry level of up to 8.9%. On the revenue side, Enterprise Banking contributed 14% of the Bank's total operating income for 2025. This performance was supported by a healthy mix of interest income from disciplined asset growth and higher non-interest income from trade, cash management, and working capital solution uptake. Despite competitive pricing pressures and economic challenges in the market, the business unit has maintained profitability and healthy position.

Enterprise Banking is supported by a strong and growing team of 34 dedicated personnel, structured across key functional areas that include the Enterprise Banking team, the SME Team, and the Business Support & Asset Quality & Control Team. This structure ensures comprehensive coverage of client needs from frontline relationship management to back-end operational integrity and portfolio risk governance. Throughout the year, Enterprise Banking invested significantly in training programmes, equipping staff with deeper product knowledge and skills. By strengthening capability across all levels, the division is enhancing its overall efficiency, productivity, and long term talent pipeline, ensuring a sustainable foundation for growth and career progression for our people.

Enterprise Banking continued to advance its client acquisition strategy through a strong focus on delivering flexible customer experience and tailored financial solutions. Our value proposition is to ensure that each solution is aligned with the client's operational needs, sector dynamics, and growth objectives. The hybrid model combining human touch with digital enablement has also strengthened client satisfaction, improved turnaround times, and enhanced overall client experience.

> STRATEGY AND PLAN FOR 2026

In 2026, Enterprise Banking will prioritise strengthening relationship value by delivering more innovative digital solutions and flexible product offerings tailored to the evolving needs of emerging enterprises and SMEs. The division aims to enhance client experience through seamless integration of digital platforms, improved service efficiency, and advisory driven engagement from Relationship Managers and the branch network. By offering diversified and customisable solutions across lending, funding, trade, and cash management, Enterprise Banking seeks to deepen wallet share, improve client satisfaction, and drive sustainable business expansion.

At the same time, the division will place strong emphasis on protecting portfolio quality amid rising asset quality pressures linked to global uncertainties and potential impacts on domestic economic growth. Enterprise Banking will strengthen early warning monitoring, credit discipline, and proactive client engagement to mitigate risk while maintaining healthy portfolio performance. This balanced approach, combining growth ambition with prudent risk management, will position Enterprise Banking for resilience and long term value creation in 2026.



CURRENT
ACCOUNT



OTHER TRADE
FINANCE PRODUCTS
& SERVICES



FIXED DEPOSIT



FOREIGN CURRENCY
ACCOUNT



ESCROW
ACCOUNT



TRANSACTIONAL
& PAYROLL SERVICES



FOREIGN
EXCHANGE



SMALL & MEDIUM
ENTERPRISE LOAN

CONSUMER BANKING



The Consumer Banking Division forms the backbone of CIMB Bank PLC's sales and operations in Cambodia, encompassing about 50% of total employees in the Bank. It serves a wide range of customers via a growing suite of products and services.

Consumer Banking operating model focuses on Sales and Operations as below:

SALES DISTRIBUTION

- DEPOSIT
- CONSUMER LENDING
- PERFORMANCE MANAGEMENT
- BANCASSURANCE & PARTNERSHIP

OPERATIONS

- BRANCH AND DELIVERY
- CONSUMER BUSINESS SUPPORT
- CARD
- CUSTOMER EXPERIENCE
- CONSUMER CREDIT & ASSET QUALITY

➤ 2025 KEY ACHIEVEMENTS

Despite a challenging environment in the retail lending sector and ongoing competitive pricing in the deposit market, Consumer Banking demonstrated resilience through prudent lending while sustaining stability in total deposits. Notably, CASA remained stable, supporting our deposit mix and strengthening the Bank's funding position, alongside maintaining one of the lowest non-performing loan (NPL) rates in the market.

HIGHLIGHTS OF KEY ACHIEVEMENTS



STRENGTHENED BALANCE SHEET RESILIENCE THROUGH DISCIPLINED FUNDING AND LIQUIDITY MANAGEMENT



SUSTAINED A STABLE CASA BASE, REINFORCING QUALITY FUNDING AND LONG-TERM CUSTOMER RELATIONSHIPS



PRIORITISED PRUDENT LENDING AND PORTFOLIO OPTIMISATION TO SAFEGUARD ASSET QUALITY



IMPROVED SYSTEMS AND PROCESSES TO ENHANCE BOTH INTERNAL AND EXTERNAL CUSTOMER JOURNEYS



ENHANCED MOBILE BANKING WITH EXPANDED FUNCTIONALITIES TO ATTRACT MORE CUSTOMERS AND ELEVATE CUSTOMER EXPERIENCE



MAINTAINED STRONG ASSET QUALITY WITH ONE OF THE LOWEST NPL RATES IN THE MARKET THROUGH PROACTIVE RISK MANAGEMENT

Employee development programme is always one of the Bank's top priorities. With support from the personnel development team, we conducted a variety of upskilling and training programmes for the benefit of our employees. This covered a broad range of hard and soft skills which included sales and service excellence, credit assessment, risk management, compliance-related requirements and system and process-related awareness programmes.

➤ PLANS FOR 2026

In 2026, Consumer Banking division will focus on strengthening sales capabilities, deepening partnerships, enhancing product offerings, and expanding new business opportunities to drive sustainable growth.

KEY PRIORITIES INCLUDE



STRENGTHENING LOAN GROWTH



STRENGTHENING BUSINESS PARTNERSHIPS



ENHANCING BRAND AWARENESS AND CUSTOMER EXPERIENCE



EXPANDING CREDIT CARD AND BANCASSURANCE BUSINESS



ENHANCING SALES PRODUCTIVITY ACROSS CHANNELS



TAPPING INTO NEW MARKET SEGMENTS

CORPORATE, TRANSACTION BANKING & FINANCIAL INSTITUTION GROUP



The Corporate Banking, Transaction Banking (CTB) and Financial Institution Group (FIG) Division is responsible for CIMB Bank's relationships with local and multinational corporates, financial institutions and CIMB Group's global corporates who are operating in Cambodia. The Division's scope includes funding, trade financing, cash management and transactional service delivery as well as product innovation.

► 2025 IN REVIEW

In 2025, CIMB Cambodia delivered a satisfactory performance amid a stable but evolving economic landscape. We maintained solid asset quality and sustained prudent portfolio growth, supported by disciplined risk management and close customer engagement.

A key achievement for the year was the successful onboarding of new sectors, particularly renewable energy projects. This reflects our commitment to supporting Cambodia's sustainability agenda and further diversifying our lending portfolio.

Throughout the year, we continued to strengthen operational efficiency and responsiveness while aligning with ongoing regulatory developments introduced by the National Bank of Cambodia.

► 2026 OUTLOOK

In 2026, Cambodia expects continued economic momentum driven by resilient domestic demand, infrastructure expansion and steady investment flows. We will remain focused on portfolio diversification, deepening sector expertise and advancing sustainable financing opportunities.

A major milestone for the coming year will be the rollout of the New Generation BizChannel (Octobiz), our upgraded cash management platform. This enhancement will elevate our digital service capabilities, offering clients a more seamless, secure and efficient transaction banking experience.

Key priorities for 2026 include enhancing customer experience, strengthening digital engagement, reinforcing cybersecurity and ensuring full compliance with regulatory standards. We will continue to pursue sustainable, disciplined growth to support clients and contribute to the broader economy.

03



CORPORATE GOVERNANCE

24	Statement on Corporate Governance
36	Audit Committee Report
38	Statement on Internal Control
42	Corporate Structure
43	Organisation Chart
44	Corporate Information

STATEMENT ON CORPORATE GOVERNANCE

The Board of Directors (the Board) believes that strong corporate governance is essential for delivering sustainable value, enhancing business integrity, and maintaining investors' confidence in achieving the Bank's corporate objectives and vision.

Effective corporate governance structure and culture are critical elements in determining how the Bank functions, which has been continuously emphasised to all employees. The governance framework adopted by the Bank is developed on the basis of the principles and best practices recommended by the Prakas on Governance in Banks and Financial Institutions and the Prakas on Fit and Proper Regulatory Requirements for Applying to Entities and Licensed Banks and Financial Institutions (the Prakas) issued by the National Bank of Cambodia (the NBC), and international best practices in corporate governance, where applicable.

► BOARD OF DIRECTORS

The Board and Board Balance

The Board currently has five members, all of whom are Non-Executive Directors and three are Independent Directors, effective from 6 February 2026. The Board confirms it has the appropriate number of Independent Directors who bring strong, independent judgment to the Board's discussions. The Board is also committed to a collective decision-making process.

The Board benefits from the contribution of each of the Non-Executive Directors in all areas of the Bank's businesses. In addition to their wide range of skills and business experience, the Non-Executive Directors also bring independent judgment in the deliberations on issues of strategy, audit, performance and risk.

The structure and composition of the Board are in line with the requirements of the Prakas issued by the NBC.

The composition of the Board, effective from 6 February 2026, is summarised below:

Board Composition	<ul style="list-style-type: none"> • 60% Independent Directors • 40% Non-Independent Directors
Gender	<ul style="list-style-type: none"> • Female: 1 member or 20% • Male: 4 members or 80%
Nationality	<ul style="list-style-type: none"> • Cambodians: 2 members or 40% • Foreign: 3 members or 60%
Age Group	<ul style="list-style-type: none"> • Below 50 years old: 2 members or 40% • 50 years old and above: 3 members or 60%
Length of Tenure	<ul style="list-style-type: none"> • Below 3 years: 2 members or 40% • 3 years and above: 3 members or 60%

The Chairman

The Board is led by the Chairman, Mr. Raymond Yeoh Cheng Seong, a Malaysian national, who was appointed on 6 February 2026, succeeding Tan Sri Mohd Nasir Bin Ahmad who retired from the Bank on 31 July 2025. Mr. Raymond Yeoh Cheng Seong is responsible for the leadership and management of the Board and for ensuring the effective functioning of its Committees. The Chairman facilitates the flow of information between Management and the Board and, in consultation with the Company Secretaries, sets the agenda for each Board meeting.

Chief Executive Officer (CEO)

Mr. Hong Cheap is the current CEO of the Bank. Mr. Cheap was appointed as CEO on 1 April 2025, succeeding Mr. Bun Yin (the former CEO appointed since 1 January 2015, and currently continue to hold his directorship as a Non-Independent Director of the Bank). As CEO, Mr. Cheap has the overall responsibility for implementing the Bank's strategy and carrying out the Board's direction, managing the Bank's businesses, and driving performance within strategic goals and commercial objectives. He leads the Management in carrying out the corporate strategy and vision of the Bank. As CEO, he is accountable to the Board for the day-to-day operations of the Bank's business.

Size and Composition of the Board

The Board is committed to regularly reviewing its size and composition, taking into account the scope, nature, diversity, and expansion of the Bank's business. The Board considers its present size appropriate to oversee the Bank's overall businesses. The current Directors bring to the Board a wealth of knowledge, experience, and skills to drive the Bank towards the Group's vision.

The Directors have met the criteria for the appointment of Directors as set out in the Prakas. All Independent Directors demonstrate sound and independent judgment and do not participate in any business transaction that could impair their independent judgment and decision-making.

The Board of Directors' profiles are presented on pages 56 to 62 of the Annual Report.

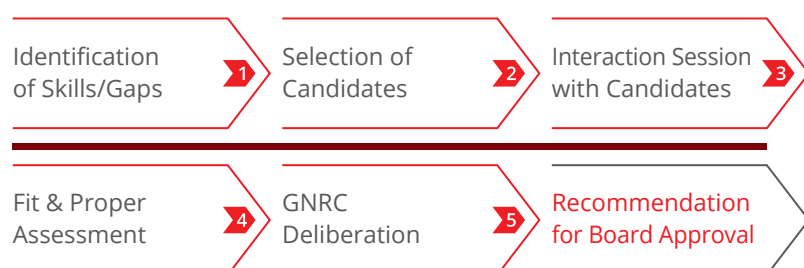
Appointments to the Board

The Bank leverages on the Group Nomination and Remuneration Committee (GNRC), which resides at CIMB Group Holdings Berhad. The GNRC is responsible for identifying and nominating suitable candidates for appointment to the Board either to fill vacancies or as additions to meet the changing needs of the Bank. Before recommending an appointment to the Board for approval, the GNRC will carry out a thorough and comprehensive evaluation of the candidate based on the criteria adopted by the Board. The Bank also considers its businesses and requirements and will match the capabilities and contributions expected for a particular appointment.

The appointment process is conducted in accordance with the Prakas and the established Board Composition and Skill Set Framework which lays out guiding principles for the GNRC's assessment in the identification, nomination and selection of a new Director while concurrently addressing the Board succession planning. The guiding principles ascertain the essential primary skills and experiences and specify the minimum number of Board members required for each skill set and other governance requirements on board size, tenure of appointment, age, and gender.

The process for identifying and nominating candidates by the GNRC for appointment involves the following five stages:

Nomination Framework



Proposals for the appointment of Directors are subject to NBC's vetting and prior approval. The Directors will be assessed against several types of criteria in order to determine if they are sufficiently fit and proper to meeting following requirements:

- (i) Honest, integrity, reputation and fairness;
- (ii) Education, competence and capacity; and
- (iii) Financial soundness.

Re-appointment and Re-election of Directors

The Memorandum and Articles of Association of the Bank requires that Directors retire from office at least once every three years but shall be eligible for re-election at the Annual General Meeting.

Duties and Responsibilities of the Board

The Board is the ultimate decision-making body of the Bank, with the exception of matters requiring shareholder approval. The Board sets the Bank's strategic direction and vision. The Board takes full responsibility for leading, governing, guiding, and monitoring the entire performance of the Bank and enforces standards of accountability, all with the view to enabling management to execute its responsibilities effectively.

The Board has overall responsibility for establishing a framework of good corporate governance within the Bank, including financial reporting, risk management, and compliance processes. All Board members bring their independent judgment, diverse knowledge, and experience to deliberating issues pertaining to strategy, performance, resources, and business conduct.

The Board has adopted a schedule of business specifically reserved for the Board's approval, which includes, amongst other matters, reviewing and approving the following:

- Strategic and business plans and annual budget;
- New investments, divestments, mergers and acquisitions, and corporate restructuring, including the establishment of subsidiaries, joint ventures or strategic alliances, both locally and abroad;
- Annual financial statements and interim dividends and recommending the final dividends payable to shareholders prior to public announcements and publications;
- Appointment of new Directors and the Chief Executive Officer and their emoluments and benefits.

The overall principal responsibilities of the Board are as follows:

- Providing clear objectives and policies within which the senior executives of the Bank are to operate;
- Ensuring that there are adequate controls and systems in place to facilitate the implementation of the Bank's policies;
- Monitoring management's success in implementing the approved strategies, plans and budget;
- Understanding the principal risks of all aspects of the businesses in which the Bank is engaged and ensuring that systems are in place to effectively monitor and manage these risks with a view to ensuring the Bank's long-term viability and success;
- Monitoring and assessing development, which may affect the Bank's strategic plans;
- Reviewing the adequacy and integrity of the Bank's internal control systems and management information systems, including systems for compliance with the applicable laws, regulations, rules, directives and guidelines;
- Avoiding conflicts of interest and ensuring disclosure of possible conflicts of interest; and
- Upholding and observing banking and other relevant laws, rules and regulations.

Apart from the aforesaid principal responsibilities of the Board, the Board has also delegated specific responsibilities to Committees. While the Committees have the authority to discuss and decide on particular issues, the Committees will report to the Board on their decisions and/or recommendations. The ultimate responsibility for all matters lies with the Board.

The terms of reference of the Committees are set out on pages 28 to 35.

Directors' Code of Ethics

The Board observes the code of ethics set out in the Prakas issued by the NBC and the Bank's internal Code of Conduct for Directors.

The Directors of the Bank adhere to the code of ethics, which provides guidance for the proper standards of conduct and sound and prudent business practices. It also provides the standards of ethical behaviour required for Directors based on the principles of integrity, responsibility, sincerity and corporate social responsibility.

► MEETINGS AND SUPPLY OF INFORMATION TO THE BOARD

The Board meets regularly to discuss business strategy, financial performance, matters pertaining to compliance and governance as well as reports on matters deliberated by the respective committees. The Board meets at least once every two months, and amongst the agenda that are tabled to the Board for discussion/approval, the Board reviews the financial performance of the Bank, risk management and compliance reports. Board meetings are scheduled in advance each year to facilitate Directors to plan their schedule. Meeting papers on proposals and various reports are delivered to the Board prior to Board meetings, giving Directors sufficient time to evaluate the proposals and, if necessary, request additional information to facilitate the effective discharge of their duties. Procedures have been established concerning the format, content, presentation and delivery of meeting papers. The meeting papers clearly address the background, objective, key issues, rationale, impact and other information relevant to each proposal to enable the Board to reach an informed and effective decision.

Directors have access to all information within the Bank. Through regular Board meetings, the Board receives updates on the development and business operations of the Bank, as well as comprehensive sets of papers, which include regular business progress reports and discussion documents related to specific matters.

Directors are also allowed to participate in the Board meetings via telephone conference. All deliberations at the Board meetings, including dissenting views, are duly minuted as records of their proceedings. The Board's decisions are communicated to Management within three working days of the Board meeting to ensure that decisions and directions are executed in a timely manner. The draft minutes are circulated to the Directors for their review and comments before the final minutes are tabled for confirmation at the next Board meeting.

At Board meetings, the CEO provides a comprehensive explanation of significant issues relating to the Bank's business and financial performance. The Chairman of the Audit Committee (AC) provides a summary of the audit reports deliberated at the AC meetings for the Board's notation, including the significant audit findings by the Corporate Assurance Division for the Board's discussion and direction. In addition, reports from the Head of Compliance on the status of compliance with the laws, regulatory requirements and internal policies and procedures adopted by the Bank are also reported for the Board's information. Management is also invited to present proposals and to answer queries raised by the Board on a need basis. Management takes immediate action on all matters arising from the Board meeting and updates the Board on the status of these matters at the next Board meeting or, if urgent, via circulation of the memorandum.

Any Director who has an interest in any proposal or transaction will declare his interest and will abstain from deliberation and voting on the proposal or proposed transactions. This process is duly recorded in the minutes of the proceedings.

The Board will also, at the beginning of the financial year, consider the Bank's annual budget in line with the Bank's strategies and plans formulated at the Annual Management Dialogue.

A total of 7 Board meetings (1 special meeting and 6 scheduled meetings) were held in 2025, and the Directors' attendance at the meetings is as follows:

Directors	Number of Meetings	
	Attended	Held
Raymond Yeoh Cheng Seong ^{*1} Chairman / Independent Non-Executive Director	0	0
Long Beang Independent Non-Executive Director	7	7
Aisyah Lam Binti Abdullah Independent Non-Executive Director	7	7
Mohd Haniz bin Mohd Nazlan ^{*2} Non-Independent Non-Executive Director	6	6
Ankur Sehgal ^{*3} Non-Independent Non-Executive Director	6	6
Bun Yin ^{*4} Non-Independent Non-Executive Director	7	7

Notes:

^{*1} Appointed on 6 February 2026, succeeding Tan Sri Mohd Nasir Bin Ahmad who retired on 31 July 2025

^{*2} Appointed on 6 February 2025

^{*3} Appointed on 6 February 2025 and later resigned on 16 January 2026

^{*4} Redesignated from Executive Director to Non-Executive Director on 6 October 2025

Training and Development of Directors

Directors' training is an essential process for all Directors. The Board is mindful of the need to keep pace with new laws, regulations, accounting standards, changing commercial risks, the latest market trends and developments, and key challenges in domestic and regional markets and the banking industry. To this end, the Board evaluates training needs on a continuous basis and determines areas that would further enhance the Directors' understanding of issues involving the Bank.

Listed below are the training sessions attended by the Directors in 2025:

Titles/Topics	Attended by
Climate Risk Training Session	Ms. Aisyah Lam Binti Abdullah
Carbon Markets & Pricing: Insights from the Value Chain	
Joint Board Training - Cloud Security Management & Regulatory Expectations	
CEO Action Network Dialogue on Sustainability and Sustainable Finance with Dr. Ma Jun	
2026 CIMB Group Risk Posture Combined Boards Workshop	
Joint Board Meeting on Sustainability Reporting (covering nature and biodiversity, economic inclusion & financial literacy)	
Regional Director's Sharing Session	
Climate Risk Training Session	Mr. Long Beang
Carbon Markets & Pricing: Insights from the Value Chain	
Joint Board Training - Cloud Security Management & Regulatory Expectations	
CEO Action Network Dialogue on Sustainability and Sustainable Finance with Dr. Ma Jun	
2026 CIMB Group Risk Posture Combined Boards Workshop	
Joint Board Meeting on Sustainability Reporting (covering nature and biodiversity, economic inclusion & financial literacy)	
Regional Director's Sharing Session	
Carbon Markets and Pricing: Insights from the Value Chain	Mr. Mohd Haniz Bin Mohd Nazlan
CIMB Group Corruption - Free Pledge Ceremony	
Climate Risk Workshop 2025 (Part 1)	
Dialogue on Sustainability and Sustainable Finance with Dr. Ma Jun	
CEO Aspire programme: Summit 2025	
AML & FATCA (C2025)	
Anti-Bribery and Corruption Awareness (C2025)	
Business Continuity Management & Occupational Safety and Health (C2025)	
Data Protection Part 1: Data Management and MCIPD (C2025)	
Information Security Awareness (ISA) (C2025)	
Introduction to Competition Act 2010 (C2025)	
Scenario-Based FSA/IFSA 2013: Financial Services/Islamic Financial Services Act 2013 for Consumer Banking 1H (C2025)	
Scenario-Based FSA/IFSA 2013: Financial Services/Islamic Financial Services Act 2013 for Consumer Banking 2H (C2025)	
Regional Director's Sharing Session	
Mandatory Leadership Forum	
Climate Risk Training Session	Mr. Bun Yin
Carbon Markets & Pricing: Insights from the Value Chain	
CEO Action Network Dialogue on Sustainability and Sustainable Finance with Dr. Ma Jun	
2026 CIMB Group Risk Posture Combined Boards Workshop	
Joint Board Meeting on Sustainability Reporting (covering nature and biodiversity, economic inclusion & financial literacy)	
Regional Director's Sharing Session	

► COMPANY SECRETARIES

The Company Secretaries provide ongoing support in advising and assisting the Board on matters relating to the affairs of the Bank, including issues pertaining to corporate compliance, corporate governance and best practices, boardroom effectiveness and Directors' duties and responsibilities. During the year, various Board processes were reviewed with a view to enhancing the Board's decision-making processes and the effective functioning of the Board.

The Company Secretaries ensure that the Board, Committees and Shareholder's meetings are properly convened in accordance with the laws and best practices, and records of proceedings at Board, Committee and Shareholder's meetings are duly minuted and kept.

The Company Secretaries, apart from assisting the Chairman in formulating the agenda and conduct of the Board, Committees and Shareholder's meetings, also facilitate the communication of key decisions and policies between the Board, Committees and Senior Executives.

All Directors have full access to the advice of the Company Secretaries and may seek independent professional advice at the Bank's expense in furtherance of their duties.

The Company Secretaries' profiles are presented on page 63 of the Annual Report.

► COMMITTEES

The Board delegates specific responsibilities to the AC and Risk Committee (RC). These Committees operate within clearly defined roles and responsibilities as set out in the duly approved formal terms of reference of each of the Committees.

The Committees report to the Board on their deliberations, findings and recommendations. The Board accepts that while these Committees have the authority to deliberate on matters delegated to them, all decisions and/or recommendations made by these Committees are brought to the attention of the Board and, collectively, are responsible for the Bank's success, business, strategy, risk management, and operational and financial performance.

The Board implements a process for an annual assessment of the effectiveness of the Board, the AC and RC, including the Chairperson of the Board and Committees, as well as the contribution of each individual member, whether the Committees and their members have carried out their duties in accordance with their references.

Further details on the Committees are set out in the following sections.

Audit Committee

The AC of the Bank comprises of three members, all of whom are Independent Non-Executive Directors who have financial and legal knowledge and experience. Collectively, the AC comprises of directors who have the skills, knowledge and expertise relevant to the responsibilities of the AC. The AC is chaired by an Independent Director with accounting and legal expertise. The AC Chairman is not the Chairman of the Board; this is to promote robust and open deliberations by the Board on matters referred by the AC. Any vacancy arising in the AC is to be filled within 3 months.

The key responsibilities of the AC are to ensure high corporate governance practices whilst providing oversight on the Bank's financial reporting, disclosure, regulatory compliance, risk management and monitoring of internal control processes within the Bank.

The AC meets regularly to, amongst other things, review the quarterly results, full-year financial statements and audit reports, which include observations pertaining to risk management and internal controls, as well as related party transactions.

The AC met 6 times in 2025, and the attendance of the members of the AC is as follows:

Members	Number of Meetings	
	Attended	Held
Long Beang Chairman / Independent Non-Executive Director	6	6
Raymond Yeoh Cheng Seong *1 Independent Non-Executive Director	0	0
Aisyah Lam Binti Abdullah Independent Non-Executive Director	6	6

Notes:

*1 Appointed on 6 February 2026, succeeding Tan Sri Mohd Nasir Bin Ahmad who retired on 31 July 2025

In addition to the above 6 meetings, the AC members also joined 1 Joint AC meeting with CIMB Group Holdings and CIMB Banking Group.

The scope of the AC's duties and responsibilities are as follows:

(a) Internal Audit

Oversee the effectiveness of the internal audit function of the financial institution, which includes:

- (i) To ensure the internal audit function is well placed to undertake review or investigation on behalf of the AC, and be placed under the direct authority and supervision of the AC.
- (ii) To participate in discussions in determining the remit of the Internal Audit function and approve its Policy.
- (iii) To review and approve the Internal Audit Charter, the annual Internal Audit Plan, including its frequency and scope, as well as the corresponding budget and resource allocation plan.
- (iv) To oversee the effectiveness of the internal audit function, staff competency requirements and adequacy of audit resources, and that internal audit has the necessary authority to undertake its responsibilities.
- (v) To review key reports, including those with unsatisfactory Management Risk and Control Awareness ratings, and ensure that Senior Management undertakes timely and appropriate corrective actions to address identified control weaknesses, non-compliance with applicable laws, regulatory requirements, internal policies, and other issues raised by Internal Audit and other control functions.
- (vi) To note significant disagreements between the Internal Audit Head and the rest of Senior Management team, regardless whether these have been resolved, in order to identify any impact the disagreements may have on the audit process or findings.

- (vii) To ensure compliance with the Laws and Regulations Applicable to Banks and Financial Institutions, and that the reports of internal auditors should not be subject to clearance by management.
- (viii) To assess the performance, effectiveness and efficiency of the internal audit function.
- (ix) To review, propose and amend the scorecard of the Internal Audit Head and to assess the performance as well as determine the remuneration package of the Internal Audit Head.
- (x) To approve the appointment, transfer and dismissal of the Internal Audit Head and to be informed of resignation of any senior internal audit staff (as may be defined under the Internal Audit Head's succession planning), and to provide the resigning staff member an opportunity to submit his/her reasons for resigning.
- (xi) To convene periodic sessions with the Internal Audit Head in the absence of Senior Management.

(b) External Audit

Foster a quality audit of the financial institution by exercising oversight over the External Auditor(s), which includes:

- (i) To make recommendations to the Board on the appointment, removal and remuneration of the External Auditor(s).
- (ii) To engage in pre-audit discussions and reviews with the External Auditor(s) regarding the audit's nature and scope, and to ensure coordination when multiple audit firms are involved.
- (iii) To monitor and assess objectivity, performance and independence of External Auditor(s) (e.g. by reviewing and assessing the various relationships between the External Auditor(s) and Bank).
- (iv) To approve the provision of non-audit service by the External Auditor(s), and to monitor and assess whether such non-audit services would impair their independence.
- (v) To ensure appropriate checks and balances are in place to prevent non-audit services from compromising the External Auditor(s)' independent judgment.
- (vi) To ensure the timely and accurate preparation of financial statements, with particular attention to significant disclosures and Management's judgments, including the adequacy of provisions for contingencies and asset impairments.
- (vii) To maintain regular, timely, open and honest communication with the External Auditor(s), and requiring the External Auditor(s) to report to the AC on significant matters (in the absence of Management where necessary).
- (viii) To review the External Auditor(s)' Internal Control Report and ensure Senior Management is taking necessary corrective actions in a timely manner to address external audit findings and recommendations.
- (ix) To monitor and evaluate the effectiveness of the External Auditor(s), including holding discussions at least once a year without the presence of the Management or Executive Directors, to address key concerns and gather feedback.

(c) Financial Reporting and Internal Controls

- (i) To review the quarterly results, semi-annual and annual financial statements of the Bank, prior to the approval by the Board, focusing particularly on:
 - changes in or implementation of major accounting policy changes that are significant or material to the financial statements;
 - significant and unusual events that affect the integrity of financial reporting; and
 - compliance with accounting standards and other legal or regulatory requirements.

- (ii) To review annual financial statements for submission to the Board and to ensure their timely publication.
- (iii) To review the accuracy and adequacy of the Chairman's Statement in the Directors' Report, Corporate Governance disclosures, interim financial reports and preliminary announcements (if any) in relation to the preparation of financial statements.
- (iv) To review third-party opinions on the design and effectiveness of the Bank's internal control framework.
- (v) To ensure that the finance function is equipped with adequate resources and infrastructure, and to be vigilant of significant adjustments arising from the external audit.
- (vi) To review the effectiveness of internal controls, risk management processes and governance within the Bank, taking into account the requirements in Prakas on Governance in Banks and Financial Institutions and Prakas on the Internal Control of Banks and Financial Institutions.

(d) Related Party Transactions and Conflict of Interest Situations

- (i) To review and update the Board on any related party transactions that may arise within the Bank.
- (ii) To oversee adherence to the Board's conflict of interest policy by reviewing any actual, ongoing, or potential conflict situations within the Bank, and evaluating the actions taken to address, resolve, or mitigate such conflicts.

(e) Other Matters

- (i) To review key findings from major investigations, routine audits, and compliance assessments by internal, external, and regulatory auditors, and to ensure that Management takes timely and appropriate corrective actions.
- (ii) To oversee the implementation and effectiveness of the Bank's Whistleblowing Policy and exercises and carries out the responsibilities as set out under the Whistleblowing Policy.
- (iii) To maintain ongoing engagement with Senior Management to stay informed on developments impacting the Bank.
- (iv) To convene meetings with internal and/or External Auditor(s) as and when necessary.
- (v) To communicate concerns, insights or views to internal and/or External Auditor(s).
- (vi) To define the terms of engagement, scope of work, collaboration framework, and reporting obligations for any external experts appointed to support the Internal Audit function in specialised areas.

Risk Committee

The RC is the Board delegated committee to determine the Bank's risk policy objectives and assumes responsibility on behalf of the Board for supervision of risk management. The day-to-day responsibility of risk management supervision and control is delegated to the RC, which reports directly to the Board. The RC meets on a monthly basis or as and when necessary.

A total of 12 RC meetings were held in 2025 and the members' attendance at the meetings is as follows:

Members	Number of Meetings	
	Attended	Held
Aisyah Lam Binti Abdullah Chairperson / Independent Non-Executive Director	12	12
Hong Cheap*¹ Alternate Chairperson / Chief Executive Officer	11	12
Kien Vatana Head, Risk Management	11	12
Ka Chhorn*² Head, Business Banking	5	8
Bith Bunly*² Head, Enterprise Banking	7	8
Ky Sana Head, Corporate, Transaction Banking & FIG	11	12
Pech Somaly Head, Consumer Banking	11	12
Den Davuth*³ Head, Technology, Digital and Data	3	3
Heng Vuthy Head, Finance	10	12
Heng Phuong Rachana Head, Operations	12	12
Heng Torang Head, Treasury & Markets	10	12

Notes:

*¹ Effective 30 April 2025, Mr. Hong Cheap has been redesignated from member to Alternative Chairperson, succeeding Mr. Bun Yin who retired on 1 April 2025

*² Appointed as member on 30 April 2025

*³ Appointed as member on 25 September 2025, replacing Mr. Heng Viboth, Head, Technology

The terms of reference of the Risk Committee (RC) are as follows:

Area	Responsibilities
Risk Appetite	<ol style="list-style-type: none"> Review and recommend to the Board for approval of the Bank's Risk Appetite and Risk Posture taking into consideration the budget, proposed business plans, and expected macroeconomic conditions; To ensure effective implementation of the Bank's Risk Appetite and Risk Posture by: <ul style="list-style-type: none"> - Recommending changes to the Risk Appetite and Risk Posture to the Board throughout the year based on the macroeconomic environment, regulatory landscape, liquidity and capital profile, etc. - Monitoring and reporting compliance with the Risk Appetite and Risk Posture; - Assigning and reviewing portfolio limit triggers/thresholds as well as requesting and reviewing portfolio views; and - Deciding on action plan in cases where there is non-compliance with the Risk Appetite in accordance with approved policies and procedures.
Risk and Compliance Culture	<ol style="list-style-type: none"> To emphasise the three lines of defense model in managing risks across the Bank; To promote risk awareness and ensure a proactive risk management culture so that risk management processes and controls are applied and embedded in the day-to-day business and operational activities; To ensure a framework is in place to facilitate the right compliance culture in the day-to-day business and operational activities; and To ensure a proactive compliance risk management culture by providing guidance and support with regards to the Bank's compliance efforts.
Capital Management	<ol style="list-style-type: none"> Allocate Capital-at-Risk (CaR) for different lines of businesses and different categories of risks to ensure adequate diversification of risk, complies with the regulatory limit requirements and the Bank has sufficient capital to cushion against stress scenarios; Enhance shareholder value through evaluation of the risk-return profiles of business activities and ensuring that they are within the parameters established by the Board of Directors. Review and approve bank-wide stress test result and analysis

Area	Responsibilities
Risk Management Framework / Policies	<ul style="list-style-type: none"> a. To review and recommend new risk framework/policies, and material amendments to risk framework / policies for approval by the Board, and to approve risk methodology/standard not within the purview of the sub-risk committees; b. To review and endorse changes to risk framework/policies as per approval authority stated in Policy Management Framework.
Risk Identification and Measurement	<ul style="list-style-type: none"> a. To oversee the Bank's risk exposure as well as risk-return profile of business activities and proposed improvements to the Bank's risk management frameworks, policies, methodologies, procedures and/or controls so as to mitigate the risks; b. To review and recommend risk model parameters and model validation results for the Board's approval; and c. To review emerging risks as well as regulatory and accounting changes and discuss potential mitigating controls.
Market Risk and Treasury	<ul style="list-style-type: none"> a. Review market risk reports to satisfy that market risk is being appropriately managed and seeking responses to limit breaches.
Operational Risk	<ul style="list-style-type: none"> a. To review operational risk related matters and overall control environment self-rating by Divisions/Departments; and b. To approve CIM extension / acceptance as per the approval authority.
Management Product Approval	<ul style="list-style-type: none"> a. To review and approve new conventional products / material product variation / material product combination of existing conventional products before they are being offered by the Bank; retirement of existing conventional products currently offered by the Bank; b. To be notified upon launch of new products / variation (material and non-material) / product combination (material and non-material) of existing products; c. To review and approve post implementation review and product related process changes. The review should include material risks associate with the new products / material product variation / material product combination to existing products which have been identified and mitigated during product development stage together with the updates on product related policies / procedure.
Oversight of Technology Risks	<ul style="list-style-type: none"> a. To provide overall oversight on Technology Risks b. To periodically review technology risks related matters, including but not limited to cyber risks, technology risk management profile and severity incidents/non-compliance, and ensure such issues are resolved effectively and expeditiously; c. To oversee on Technology Risks including ex-ante risk assessment on e-banking services; d. Effective risk management practices and internal controls should be instituted to achieve data confidentiality, system security, reliability, resiliency recoverability in the organisation; e. To ensure the adequate and robust control on technology systems and technology risk management; f. To review and approve submission on new e-banking channel / material enhancements to existing e-banking channel g. To be notified on the approval of non-material enhancements to existing e-banking channel.
Compliance and Anti-Money Laundering / Counter Financing Terrorism (AML/CFT) Strategy	<ul style="list-style-type: none"> a. To formulate and review the compliance and AML/CFT strategy of the Bank; and b. To assist in defining the compliance and AML/CFT risk management objectives across business lines.
Compliance Framework	<ul style="list-style-type: none"> a. To discuss compliance and AML/CFT risk issues and ensure such issues are resolved effectively and expeditiously; b. To review compliance and AML/CFT framework/policies and material amendments to compliance and AML/CFT risk framework/policies; c. To evaluate the effectiveness of the Bank's overall management of compliance and AML/CFT risk; d. To accord high attention and strengthen compliance functions, resources and infrastructure; e. To ensure products offered by the business units are within the standard and policies set by the Board; f. To review and approve parameter, methodology, and procedures related with AML/CFT.
Oversight of Outsourcing Risk Management	<ul style="list-style-type: none"> a. To review and be notified on annual Outsourcing Plans; b. To endorse new and renewal / renegotiation of existing Material Outsourcing Arrangements with significant modification of scope for the Board's approval; c. To be notified on new and the renewal/renegotiation of existing Non-Material Outsourcing Arrangements; and d. Have oversight of material adverse developments, any material non-compliance to terms of outsourcing agreement and any breach of legal and regulatory requirements by the Outsourcing Service Providers that is reported by Business Units/Business Enablers.
Approving Authority	<ul style="list-style-type: none"> a. To approve the Terms of Reference of RC's sub-risk committees; subsequent to the RC approval, any refinements to the TOR of sub-risk committees shall be approved as per the governance structures prescribed in respective sub-risk committees' TOR; b. Any refinements to the RC's TOR which are not material and not deviating from the approved Risk Appetite will be jointly approved by Chairperson and Head of Risk Management, including but not limited to the change of composition. Notification to RC is to be made after such change(s). c. To review and recommend to the Board for approval of non-Risk-owned framework / policies and to approve non-Risk-owned procedures; d. To review and approve financing scheme / programme lending; e. To review and approve Bank-Wide Stress Test result and analysis; f. To approve proposals elevated by RC's sub-risk committees due to materiality: - Internal limits, Management Action Triggers (MAT) and/or trigger breaches (non-regulatory). g. To endorse delegated authority limits as well as amendment and/or suspension of lending authority to any credit officers/Business Units approving authority holders for the Board's approval.
Other Matters	<ul style="list-style-type: none"> a. To perform other functions as and when directed and/or delegated by the Board.

Management Committees

The following management committees have been established to assist the Chief Executive Officer (CEO) and management in managing the various businesses and support activities of the Bank:

- Management Committee
- Cambodia Credit Committee
- Cambodia Asset Liability Management Committee



Management Committee

The Management Committee reports to the Board of Directors on the day-to-day management matters of the Bank.

Members	
Hong Cheap ^{*1} Chief Executive Officer	Chairman
Ky Sana Head, Corporate, Transaction Banking & FIG	Member
Pech Somaly ^{*2} Head, Consumer Banking	Member
Teo Hong Joo ^{*3} Co-Head, Consumer Banking	Member
Bith Bunly ^{*4} Head, Enterprise Banking	Member
Ka Chhorng ^{*4} Head, Business Banking	Member
Heng Vuthy Head, Finance	Member
Oum Chenda Pheakdey Head, Corporate Resources	Member
Den Davuth ^{*5} Head, Technology, Digital & Data	Member
Heng Viboth ^{*6} Head, Technology & Data	Member
Kien Vatana Head, Risk Management	Member
Heng Torang Head, Treasury & Markets	Member
Ouk Thanin Head, Product Management & Sustainability	Member
Heng Phuong Rachana Head, Operations	Member

Remark:

Permanent Invitees of the Committee include Head of Internal Audit, Head of Compliance and Representative from Strategy Division.

Notes:

^{*1} Appointed as Chief Executive Officer on 1 April 2025, succeeding Mr. Bun Yin

^{*2} Redesignated as Head, Consumer Banking on 15 October 2025

^{*3} Ceased as member on 15 October 2025

^{*4} Appointed as member on 1 April 2025

^{*5} Appointed as Head, Technology, Digital & Data on 1 August 2025, replacing Ms. Nguyen Thi Thu Huong (aka Rachel Nguyen)

^{*6} Ceased as member on 1 August 2025

The roles and responsibilities of the Management Committee (MC) are as follows:

- Advise the Chief Executive Officer (CEO).
- Monitor and evaluate the performance of each business division, including but not limited to oversight on functions of committees or working groups established by Management Committee to perform any function, if necessary.
- Review financial and other management reports of the Bank.
- Devise a strategy, business plans and budgets for the Bank (including IT-related items).
- Identify cross-departmental synergies.
- Deliberate on key regulatory issues.
- Monitor management actions with regards to improvements to the control environment to manage risk events and compliance breaches escalated to the attention of MC.
- Discuss and endorse the establishment of MC as well as their composition and Term of Reference.
- Other matters as directed by the Board/Group CEO/CEO from time to time.



Cambodia Credit Committee

The Cambodia Credit Committee reports to the Risk Committee on credit-related matters of the Bank.

Members	
Kien Vatana Head, Risk Management	Chairman
Hong Cheap Chief Executive Officer	Alternate Chairman
Ka Chhorng ^{*1} Head, Business Banking	Member
Bith Bunly ^{*2} Head, Enterprise Banking	Member
Pech Somaly ^{*3} Head, Consumer Banking	Member
Chamnan Vanita Head, Credit Management	Member
Ky Sana Head, Corporate, Transaction Banking & FIG	Member
Chong Kok Ping ^{*4} Co-Head, Regional Non-Retail Credit Risk	Member
Lim Gek Peng ^{*5} Director, Financial Institutions and Traded Credit Management	Member
Freddy Ong Teck Guan ^{*6} Regional Head, Group Wholesale Banking – Corporate and Investment Banking Coverage	Member
Nor Akmar Abd Hamid ^{*7} Director, Commercial Credit Management, Group Commercial Banking	Member
Gurdeep Singh ^{*8} Regional Head, Retail Credit Risk	Member

Notes:

^{*1} Ka Chhorng is a voting member for Business Banking cases only

^{*2} Bith Bunly is a voting member for Enterprise Banking and Consumer Banking cases only

^{*3} Pech Somaly or Bin Panhavorntey (VP, Consumer Credit and Asset Quality, Consumer Banking) in the absence of Pech Somaly is a voting member for Consumer Banking cases only

^{*4} Chong Kok Ping or Liew Chee How (Director, Regional Credit Management) in the absence of Chong Kok Ping is a mandatory voting member for credit proposals from Business Banking, Corporate Banking, Treasury and Financial Institution Group (FIG) cases which exceed the CCC's approving authority

^{*5} Lim Gek Peng or Hiroshi Kawachi (CRO International Offices and Head, Financial Institutions & Traded Credit Management) in the absence of Lim Gek Peng is a voting member for Treasury and FIG cases only

^{*6} Freddy Ong Teck Guan or Ang Eng Kiat (Regional Head, Credit Portfolio Management) in the absence of Freddy Ong Teck Guan as a voting member for Corporate Banking, Treasury and FIG cases only

^{*7} Nor Akmar Abd Hamid or Cinsy Choy Seok See (Director, Commercial Credit Management, Group Commercial Banking) in the absence of Nor Akmar Abd Hamid as a voting member for Business Banking and Enterprise Banking cases only and must provide mandatory vote for credit proposals of Business Banking under the CCC's approving authority

^{*8} Gurdeep Singh or Lee Ai Len (Director, Regional Retail Credit Risk) in the absence of Gurdeep Singh as a voting member for Enterprise Banking cases only

The roles and responsibilities of the Cambodia Credit Committee (CCC) are as follows:

Credit-Related Decisions

- To review and approve credit facilities originating from the Bank, on a case-by-case basis, which are within the approval limits delegated by the Board.
- To recommend for Board approval, all credit proposals, which exceed the CCC's approving authority.
- To review and approve the internal credit rating of each borrower, where applicable.
- To ensure the Bank's overall exposures meets the regulatory guidelines, approved credit policies and procedures, as well as the approved risk appetite.
- To assess the risk return trade-off when approving exposures to ensure that facilities granted are within the risk appetite of the Bank.
- To review and approve non-impaired restructuring and rescheduling, which are within the approval limits delegated by the Board.
- To recommend inclusion of new acceptable collaterals or changes to acceptable collaterals and/or Margin of Acceptable Security/ Collateral as stated in Credit Risk Mitigation Standard for RC approval.
- To recommend Product programmes with Margin of Financing above the Margin of Acceptable Security / Collateral as stated in the Credit Risk Mitigation Standard for RC approval.
- To approve professional panels i.e. lawyer, insurance companies, and valuer.

Others

- Delegate specific follow-up items post CCC approval to CCC members and/or Joint Delegated Authority "JDA" (Risk and/or Business Unit "BU") related to final documentation matters and other matters that do not materially change the decision made by CCC (excludes change in exposure amount, tenor, and collateral position). Such delegation shall be detailed in the CCC minutes.
- Approval of all renewal of credit transactions on unchanged basis or at a lower limit which have earlier approved by the Board, as per the Board's delegated authority.
- To perform any other functions as and when directed and/or delegated by RC and/or the Board.



Cambodia Asset Liability Management Committee

The Cambodia Asset Liability Management Committee reports to the RC on liquidity risk and assets and liability matters of the Bank. The Committee met 14 times in 2025.

Members

Heng Vuthy Head, Finance	Chairman
Heng Torang Head, Treasury & Markets	Alternate Chairman / Member
Hong Cheap Chief Executive Officer	Member
Pech Somaly Head, Consumer Banking	Member
Ka Chhorng Head, Business Banking	Member
Bith Bunly Head, Enterprise Banking	Member
Ky Sana Head, Corporate, Transaction Banking & FIG	Member
Kien Vatana Head, Risk Management	Member

The role and responsibilities of the Asset Liability Management Committee (ALCO) are as follows:

Balance Sheet and NII Review

- To review and analyse the Bank's balance sheet plan by business including asset and liability mix, currency, growth, yield and margin;
- To review variations between actual and planned balance sheet and how this impacts Net Interest Income (NII), funding plan and whether the Bank will remain within the established risk appetites;
- To review the NII and margin trends including forecast position, and the variances from the planned Net Interest Margin (NIM), and detail any required actions as appropriate;
- To review the impact on Earnings-at-Risk (EaR) under both a base case, identified possible scenarios and stressed scenarios;
- To review and ensure the Fund Transfer Pricing (FTP) is appropriate and act as the arbitrator between business lines in designing and implementing FTP and promote consistency across the Bank; and
- To review Price Value of a Basis Point (PVBP) and Economic Value of Equity by 1 Basis Point (EVE01) limits for banking book portfolios and ensure exposure is within limits for the banking book, if applicable.

Contingency Funding Plan

- To review the Contingency Funding Plan (CFP) as an operational business plan and assess the capacity of the plan to ensure that any management action is realistic; and
- To ensure that early warning indicators are up-to-date and relevant.

Assets and Liabilities Management (ALM)

- To review ALM framework and policies (if applicable) to ensure they are appropriate for the size and complexity of the current and future operations of the Bank;
- To promote consistent policies and practices across the Bank;

- To review and endorse / approve the risk appetite / limits / Management Action Triggers (MAT) for liquidity risk and interest rate risk in the banking book (IRRBB) in accordance with the approved liquidity risk and IRRBB governance framework;
- To set, monitor and review the hedging strategies of the Bank (if applicable);
- To review and ensure that the Bank's risk profile is within established MAT/ limits for liquidity risk and interest rate risk in the banking book, including reviewing internal and regulatory stress testing results across material currencies in the Bank;
- To identify and review the Bank's liquidity and funding requirements and appropriate actions to address these requirements.

Market Risk Monitoring and Management

- To oversee the Bank's market risk measurement approach, methodology and system - both internal and regulatory if applicable.
- To review and recommend risk model parameters and model validation results for approval by RC.
- To review the proposed annual market risk limits and recommend to RC for approval.
- To review and approve punctual interim change in market risk limits.
- To monitor bank-wide Net Open Position (NOP) and interest rate risk.

Approval Authority

- To review and approve annual calibration including back testing results which are used in internal liquidity and IRRBB (if applicable) metrics;
- To review and approve FTP framework for the Bank;
- To review and endorse the risk appetite and limits for liquidity risk and interest rate risk in the Banking Book for subsequent approval by RC and/or Board;
- To review and approve the pricing that requires regulatory approval or notification and pricing for new products to be in line with the Bank's strategic objectives and business plan;
- To approve the Delegated Authority (DA) for pricing of deposits and loans for the Bank;
- To approve pricing proposal based on its approved DA;
- To escalate to RC any MAT / trigger / limits breaches (non-regulatory) that are not viewed as material variance to the approved Risk Appetite Statement and to the capital/ liquidity / reputation of the Bank.
- To review and approve new ALM risk models for internal behavioral modeling.
- To approve the proposed change in the Lending Cost Base for floating rate offering to clients.

► ACCOUNTABILITY AND AUDIT

Financial Reporting

Pursuant to the Law on Commercial Enterprises and the Law on Banking and Financial Institutions, financial statements for each financial year are to be prepared. The financial statements are prepared in accordance with the Cambodian International Financial Reporting Standards (CIFRS) and present fairly, in all material respects, the financial position of the Bank as at 31 December 2025.

In preparing these financial statements, the directors are required to:

- adopt appropriate accounting policies which are supported by reasonable and prudent judgments and estimates and then apply them consistently;
- comply with the disclosure requirements of CIFRS, or, if there have been any departures in the interest of fair presentation, these have been appropriately disclosed, explained and quantified in the financial statements;
- maintain adequate accounting records and an effective system of internal controls;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the Bank will continue operations in the foreseeable future; and
- effectively control and direct the Bank in all material decisions affecting its operations and performance and ascertain that such have been properly reflected in the financial statements.

The Board is satisfied that it has met its obligations to present a balanced and understandable assessment of the Bank's position and prospects in preparing the financial statements, reflected in the directors' report as set out on pages 76 to 77 of the financial statements section of this annual report.

Audit Committee

The AC assists the Board in overseeing the financial reporting process. The Bank's quarterly and half-yearly results and annual financial statements are subject to review by the AC and approval of the Board, prior to submission to the NBC.

Internal Control

The Board has overall responsibility for maintaining sound internal control systems that cover financial controls, effective and efficient operations, legal and regulatory compliance as well as risk management. The size and complexity of the Bank necessitate the management of a wide and diverse spectrum of risks. The nature of these risks means that events may occur which could give rise to unanticipated or unavoidable losses. The inherent system of internal controls is designed to provide reasonable, though not absolute assurance against the risk of material errors, fraud or losses occurring.

The Board considers that the Bank's framework and system of internal controls and procedures maintained by the Bank's management and set in place throughout the financial year up to the date of this report, is adequate to meet the needs of the Bank in the current business environment. The system of internal controls is designed to provide reasonable, but not absolute assurance for achieving certain internal control standards and helps the Bank to manage the risk of failure to achieve business objectives, rather than to eliminate it.

The statement on internal control which provides an overview of the state of internal control of the Bank is set out on pages 38 to 41 of the annual report.

The Statement on Corporate Governance was approved by the Board on 24 March 2026.

AUDIT COMMITTEE REPORT

► OVERVIEW

The Audit Committee (AC) of CIMB Bank PLC is committed to ensuring high corporate governance practices and providing oversight of the Bank's financial reporting, risk management, and internal control systems.

1. ATTENDANCE OF MEETING

The details of the AC's membership and meetings held in 2025 are as follows:

Members	No. of Committee's Meetings	
	Attended	Held
Long Beang Independent Non-Executive Director / Chairman	6	6
Raymond Yeoh Cheng Seong^{*1} Independent Non-Executive Director	0	0
Aisyah Lam Binti Abdullah Independent Non-Executive Director	6	6

Notes:

^{*1} Appointed on 6 February 2026, succeeding Tan Sri Mohd Nasir Bin Ahmad retired on 31 July 2025

In addition to the above 6 meetings, the AC members joined 1 Joint AC meeting with CIMB Group Holdings and CIMB Banking Group.

The Chairman of the AC, who is also a Board member, reports to the Board on briefs on matters deliberated during the AC's meetings.

Deliberations at the AC meetings were robust and detailed, generally lasting for a few hours. Minutes of the AC meeting held were provided to members of the Board.

2. AUTHORITY

The AC has delegated authority from the Board of Directors of CIMB Bank PLC (the Board) to discharge its duties and responsibilities as set out in the AC's Terms of Reference. The AC is authorised by the Board to obtain resources which it requires, including but not limited to, obtaining expert advice, both internal and external, upon approval by the Board (if necessary) and at the Bank's expense, and to have full and unrestricted access to information to enable the Committee to fulfil its objectives and responsibilities. The AC is vested with such power and authority, specific or general, as may from time to time be conferred upon by the Board. The Board remains fully accountable for any authority delegated to the AC.

3. DUTIES AND RESPONSIBILITIES OF THE AC

The scope of the AC's duties and responsibilities are as follows:

(a) Internal Audit

Oversee the effectiveness of the internal audit function of the financial institution, which includes:

- (i) To ensure the internal audit function is well placed to undertake review or investigation on behalf of the AC, and be placed under the direct authority and supervision of the AC.
- (ii) To participate in discussions in determining the remit of the Internal Audit function and approve its Policy.
- (iii) To review and approve the Internal Audit Charter, the annual Internal Audit Plan, including its frequency and scope, as well as the corresponding budget and resource allocation plan.

- (iv) To oversee the effectiveness of the internal audit function, staff competency requirements and adequacy of audit resources, and that internal audit has the necessary authority to undertake its responsibilities.
- (v) To review key reports, including those with unsatisfactory Management Risk and Control Awareness ratings, and ensure that Senior Management undertakes timely and appropriate corrective actions to address identified control weaknesses, non-compliance with applicable laws, regulatory requirements, internal policies, and other issues raised by Internal Audit and other control functions.
- (vi) To note significant disagreements between the Internal Audit Head and the rest of Senior Management team, regardless whether these have been resolved, in order to identify any impact the disagreements may have on the audit process or findings.
- (vii) To ensure compliance with the Laws and Regulations Applicable to Banks and Financial Institutions, and that the reports of internal auditors should not be subject to clearance by management.
- (viii) To assess the performance, effectiveness and efficiency of the internal audit function.
- (ix) To review, propose and amend the scorecard of the Internal Audit Head and to assess the performance as well as determine the remuneration package of the Internal Audit Head.
- (x) To approve the appointment, transfer and dismissal of the Internal Audit Head and to be informed of resignation of any senior internal audit staff (as may be defined under the Internal Audit Head's succession planning), and to provide the resigning staff member an opportunity to submit his/her reasons for resigning.
- (xi) To convene periodic sessions with the Internal Audit Head in the absence of Senior Management.

(b) External Audit

Foster a quality audit of the financial institution by exercising oversight over the External Auditor(s), which includes:

- (i) To make recommendations to the Board on the appointment, removal and remuneration of the External Auditor(s).
- (ii) To engage in pre-audit discussions and reviews with the External Auditor(s) regarding the audit's nature and scope, and to ensure coordination when multiple audit firms are involved.
- (iii) To monitor and assess objectivity, performance and independence of External Auditor(s) (e.g. by reviewing and assessing the various relationships between the External Auditor(s) and Bank).
- (iv) To approve the provision of non-audit service by the External Auditor(s), and to monitor and assess whether such non-audit services would impair their independence.
- (v) To ensure appropriate checks and balances are in place to prevent non-audit services from compromising the External Auditor(s)' independent judgment.
- (vi) To ensure the timely and accurate preparation of financial statements, with particular attention to significant disclosures and Management's judgments, including the adequacy of provisions for contingencies and asset impairments.
- (vii) To maintain regular, timely, open and honest communication with the External Auditor(s), and requiring the External Auditor(s) to report to the AC on significant matters (in the absence of Management where necessary).
- (viii) To review the External Auditor(s)' Internal Control Report and ensure Senior Management is taking necessary corrective actions in a timely manner to address external audit findings and recommendations.
- (ix) To monitor and evaluate the effectiveness of the External Auditor(s), including holding discussions at least once a year without the presence of the Management or Executive Directors, to address key concerns and gather feedback.

(c) Financial Reporting and Internal Controls

Foster a quality audit of the financial institution by exercising oversight over the External Auditor(s), which includes:

- (i) To review the quarterly results, semi-annual and annual financial statements of the Bank, prior to the approval by the Board, focusing particularly on:
 - changes in or implementation of major accounting policy changes that are significant or material to the financial statements;
 - significant and unusual events that affect the integrity of financial reporting; and
 - compliance with accounting standards and other legal or regulatory requirements.
- (ii) To review annual financial statements for submission to the Board and to ensure their timely publication.
- (iii) To review the accuracy and adequacy of the Chairman's Statement in the Directors' Report, Corporate Governance disclosures, interim financial reports and preliminary announcements (if any) in relation to the preparation of financial statements.
- (iv) To review third-party opinions on the design and effectiveness of the Bank's internal control framework.
- (v) To ensure that the finance function is equipped with adequate resources and infrastructure, and to be vigilant of significant adjustments arising from the external audit.
- (vi) To review the effectiveness of internal controls, risk management processes and governance within the Bank, taking into account the requirements in Prakas on Governance in Banks and Financial Institutions and Prakas on the Internal Control of Banks and Financial Institutions.

(d) Related Party Transactions and Conflict of Interest Situations

- i. To review and update the Board on any related party transactions that may arise within the Bank.
- ii. To oversee adherence to the Board's conflict of interest policy by reviewing any actual, ongoing, or potential conflict situations within the Bank, and evaluating the actions taken to address, resolve, or mitigate such conflicts.

(e) Other Matters

- i. To review key findings from major investigations, routine audits, and compliance assessments by internal, external, and regulatory auditors, and to ensure that Management takes timely and appropriate corrective actions.
- ii. To oversee the implementation and effectiveness of the Bank's Whistleblowing Policy and exercises and carries out the responsibilities as set out under the Whistleblowing Policy.
- iii. To maintain ongoing engagement with Senior Management to stay informed on developments impacting the Bank.
- iv. To convene meetings with internal and/or External Auditor(s) as and when necessary.
- v. To communicate concerns, insights or views to internal and/or External Auditor(s).
- vi. To define the terms of engagement, scope of work, collaboration framework, and reporting obligations for any external experts appointed to support the Internal Audit function in specialised areas.

4. SUMMARY OF ACTIVITIES IN 2025

4.1 AC

- a. Reviewed and approved the annual audit plan, the scope of work, and resources requirements of Corporate Assurance Division (CAD).
- b. Reviewed the adequacy and effectiveness of the system of controls, reporting, and risk management to ensure there is a systematic methodology for identifying, assessing and mitigating risk areas.

- c. Reviewed and approved Annual Internal Control Report for Year 2024 for submission to the National Bank of Cambodia (NBC) and Cambodia Financial Intelligence Unit (CAFIU).
- d. Reviewed and recommended the Audit Report on Thematic Review on Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) Activities to be submitted to NBC.
- e. Reviewed the appointment of external auditors and their independence and effectiveness.
- f. Reviewed the external auditors' audit plan, the scope of work, and the results of the annual audit of the Bank.
- g. Met with the external auditors (on 2 December 2025) without the presence of management and the executive director to discuss relevant issues and obtain feedback.
- h. Reviewed the internal control issues identified by internal and external auditors as well as ascertained appropriate and prompt management's responses to audit recommendations and the implementation of agreed action plans.
- i. Reviewed the quarterly financial statements of the Bank.
- j. Ensured compliance with regulatory requirements and internal policies, and provided a status update on follow up by management on internal and external audit recommendations.
- k. Evaluated CAD's annual performance together with the remuneration payout and provided feedback on improvements.
- l. Discussed on Results of Quality Assurance Reviews.

4.2 Internal Audit Function

- a. CAD, which is supported by Group Corporate Assurance, conducted audits for the Bank.
- b. CAD provided independent and objective assurance on the adequacy and effectiveness of the internal control systems implemented by management.
- c. CAD assisted the Audit Committee and management in effectively discharging their responsibilities in establishing cost-effective controls, assessing risk management, recommending measures to mitigate identified risks, and ensuring that proper governance processes are followed.
- d. CAD provided periodic reports to the Audit Committee and management on the outcomes of the audits conducted, which highlighted the effectiveness of the system of internal control and significant risks.
- e. CAD conducted relevant investigations on suspected fraudulent activities and other irregularities as and when required by the regulators / as per requestes by top management of the Bank as appropriate.
- f. CAD continued to identify both quantitative and qualitative value-added recommendations from the audits performed.
- g. CAD implemented initiatives (i.e. enhanced audit coverage, refined the audit process, and elevated staff competency, etc.) as part of the CAD2.0 aspiration.
- h. CAD monitored the implementation of management's action and reported the status of audit observations to the Audit Committee.
- i. CAD strengthened the relationship with management through periodic business monitoring meetings to gain insight into business processes and audit focus areas.
- j. CAD provided comments on proposed policies and procedures to ascertain potential risks are governed and controlled.

4.3 Internal Audit Reports

- a. CAD completed 19 audit assignments during the year covering audits of all key operations.
- b. All findings by CAD were tracked and followed up until they were dealt with and reported on a bi-monthly basis to the Audit Committee.
- c. The implementation status of audit recommendations was reported to the Audit Committee on a bi-monthly basis.

STATEMENT ON INTERNAL CONTROL

► BOARD RESPONSIBILITY

The Board places importance on and is committed to maintaining a sound system of internal control. The system of internal control addresses the need for effective and efficient business operations, sound financial reporting and control procedures, and, above all, compliance with the applicable laws, regulations, rules and guidelines.

The Board has overall responsibility for the Bank's internal control and management information systems. The Board also recognises that reviewing the internal control system is a concerted and ongoing process and takes into account changes in technology, the business environment and regulatory guidelines, with a view to enhancing the process for identifying, evaluating and managing risks. The internal control system is designed to identify, manage and control risks, including operational risks, rather than to eliminate the risk of failure to achieve corporate objectives.

► RISK MANAGEMENT AND CONTROL FRAMEWORK

The Bank considers risk management to be an important element of the Bank's business and embeds a strong risk culture in the Bank's daily business operations and decision-making process. With the growing importance of risk management for the Bank to achieve sustainable growth, the risk management team is involved at the inception of the risk-taking process to provide independent review and input, including new product assessments, technology risk, liquidity risk management, outsourcing governance, fraud monitoring, strategy setting, credit evaluation and others.

The Bank, as part of CIMB Group, employs the Enterprise-Wide Risk Management (EWRM) framework to effectively manage risks and opportunities. The EWRM provides the Board and its management with tools to anticipate and manage both existing and potential risks, taking into consideration the changing risk profiles as dictated by changes in business strategies, the external and/or regulatory environment.

Credit Risk

Credit risk is defined as the possibility of losses due to an obligor, market counterparty or issuer of securities or other instruments held, failing to perform its contractual obligations to the Bank.

Purpose of credit risk management is to keep credit risk exposure to an acceptable level vis-à-vis the capital, and to ensure the returns commensurate with risks. Without effective credit risk management, the impact of the potential losses can be overwhelming.

The risk-based delegated authority framework encompasses joint delegated authority, enhanced credit approval process and a clear set of policies and procedures that defines the limits and types of authority designated to the specific individuals. The Bank adopts a multi-tiered credit approving authority spanning from the delegated authorities at business level, joint delegated authorities between business units and Risk, to the credit committee and/or above.

Exposures are actively monitored, reviewed on a regular basis and reported regularly to RC and Board of Directors. Asset quality is closely monitored so that deteriorating exposures are identified, analysed and discussed with the relevant business units for appropriate remedial actions, including recovery actions, if required.

The employment of various credit risk mitigation techniques such as appropriate credit structuring and posting of collateral and/or third-party support forms an integral part of credit risk management process. Credit risk mitigants are taken, where possible, and are considered secondary recourse to the obligor for the credit risk underwritten.

Market Risk

Market risk is a risk associated with fluctuations in the value of financial instruments due to changes in market risk factors such as interest rates, currency exchange rates, credit spreads, equity prices, commodity prices and their associated volatilities.

Interest Rate Risk in the Banking Book (IRRBB) is defined as the current and potential risk to the Bank's earnings and economic value arising from movement in interest rates. IRRBB undertaken by the Bank is governed by an established risk appetite that defines the acceptable level of risk approved by the Board of Directors.

Operational Risk

Operational risk is the risk of loss resulting from inadequate or failed processes, people and systems or from external events. It includes legal risk but excludes strategic risk.

The Bank has established standardised methodology, tools and processes for the identification, assessment, reporting, and management of operational risks by the respective risk owners across the Bank. The Bank has deployed operational risk management tools including Loss Event Data, Risk Control Self-Assessment, Control Issue Management, and Key Risk Indicators.

► INFORMATION TECHNOLOGY SECURITY

The Bank adopts an integrated IT security strategy that unifies people, processes and technology to safeguard its information assets. Leveraging CIMB Group's IT Security Standards and Blueprint, the Bank maintains a strong and consistent security foundation across its operations. A structured cybersecurity governance framework ensures clear accountability for managing cyber risks, with regular reporting to management and Board-appointed committees for oversight of threats, control effectiveness and key security initiatives. This approach strengthens decision-making and supports a resilient cybersecurity culture across the Bank.

Below are areas of cybersecurity governance and oversight control implemented:

- i. Security Operation centre (SOC): The Bank continuously reviews and enhances its technology design to mitigate internal and external threats. It leverages the Group's Security Operation centre (SOC) for continuous monitoring and timely response to cyber-attacks.
- ii. System Access Management: The Bank enforces strong access controls, including multi-factor authentication, role-based access, and oversight of privileged accounts, to ensure secure system access, prevent unauthorised use, and maintain accountability.
- iii. Data Privacy and Protection: The Bank safeguards sensitive information through data classification, encryption, access controls and secure handling practices, all aligned with regulatory and Group requirements to ensure confidentiality, integrity and responsible data management.

- (iv) **Cyber Resilience & Continuous Monitoring:** The Bank deploys continuous monitoring tools, regular vulnerability assessments and penetration testing to proactively identify and manage evolving cyber threats. These resilience measures help ensure that the Bank can anticipate and respond effectively to evolving cyber threats.
- (v) **End-Point Protection:** The Bank implements layered endpoint and network security controls to protect users, devices and critical resources. Firewalls and network access controls segment security domains, while enterprise-grade tools - such as anti-malware, Extended Detection & Response (XDR), endpoint encryption, Data Loss Prevention (DLP), Intrusion Prevention System (IPS), Email Security Gateway (ESG) and web-content filtering-provide comprehensive, real-time threat detection and response. These solutions are continuously updated to address new vulnerabilities.
- (vi) **Secure Software Development:** Secure development and system change practices are embedded into the Bank's technology processes. These include code quality and security reviews, vulnerability scanning and controlled change approvals - to reduce security risks and ensure systems are built in line with established best practices.
- (vii) **Training and Awareness Programme:** The Bank conducts IT security awareness programmes for all staff, including e-learning, classroom sessions, annual assessments and periodic newsletters, to strengthen understanding of privacy, information protection and security responsibilities.
- (viii) **Third-Party & Vendor Management:** The Bank performs due diligence on third-party providers prior to engagement and conducts periodic reviews to ensure compliance with the Bank's security requirements, particularly where customer data and critical systems accessed are involved.
- (ix) **Security Reporting & Metrics:** Key cybersecurity indicators, such as vulnerability closure rates, patch compliance and incident response performance, are regularly monitored and reported to management and the Board-appointed committees to support informed decisions on resource allocation and risk-mitigation decisions.

► KEY INTERNAL CONTROL PROCESSES

The key processes that the Board has established in reviewing the adequacy and integrity of the system of internal control, including compliance with the applicable laws, regulations, rules, directives and guidelines, are as follows:

Audit Committee

The Audit Committee (AC) of the Bank comprises of three members, all of whom are Independent Non-Executive Directors. It is a Board-delegated committee with oversight of financial reporting, disclosure, regulatory compliance, risk management, governance practices and monitoring of internal control processes in the Bank. Senior management, internal auditors and external auditors report to the AC on the effectiveness and efficiency of internal controls.

All significant and material findings by the internal auditors, external auditors and regulators are reported to the AC for review and deliberation. The AC reviews and ensures the implementation of Senior Management's mitigation plans to safeguard the interests of the Bank and maintain proper governance. Management of business and support units that are rated as "Unsatisfactory" or "Unacceptable" by Corporate Assurance (formerly "Internal Audit") are counselled by the AC.

The AC also reviews all related party transactions and audit and non-audit-related fees proposed by the Bank's external auditors.

Presentations of business plans, current developments, operations, risks associated with the business and controls to mitigate risks are made by the relevant business and support units as and when deemed necessary by the AC.

Risk Committee

The Risk Committee (RC) determines the Bank's risk policy objectives and assumes responsibility on behalf of the Board for supervision of risk management. The day-to-day responsibility of risk management supervision and control is delegated to the RC, which reports directly to the Board. The RC meets on a monthly basis or as and when necessary.

The Cambodia Asset Liability Management Committee (ALCO) reports to the RC on liquidity risk and assets and liabilities matters of the Bank. The Committee meets on a monthly basis, with its primary role being to monitor and strategically manage the balance sheet financial risk. It has specific accountability for the management of the cost of borrowing, developing suitable advisory inputs to the Risk Committee for decision-making pertaining to the Bank's liquidity and interest rate risk, diversification of funding sources, and the review of the loans and deposits composition of the Bank's balance sheet. ALCO oversees the overall implementation of effective processes for managing the Bank's interest rates, liquidity, and similar risks relating to the Bank's balance sheet and associated levels.

Management Committee

The Management Committee is a committee set up by the Board of Directors to manage day-to-day operational issues. The meetings of this Committee are held on a monthly basis, during the third week of the month, or as and when required. The Committee comprises of members from each division and includes representatives from Corporate Assurance, Compliance and Strategy as permanent invitees.

Internal Policies and Procedures

The Board has approved the documented internal policies and procedures of all business units. Policies and procedures serve as a day-to-day operational guide to ensure compliance with internal controls and the applicable laws and regulations. This is to ensure continuous improvements in operational efficiency while taking into consideration the changing industry profile on regulatory requirements, risks and internal control measures for mitigation, as well as new products and services.

Corporate Assurance

The Corporate Assurance Division (CAD) reports independently to the AC and is independent of the activities and operations of other business and support units. The principal responsibility of CAD is to provide an independent appraisal on the adequacy, efficiency and effectiveness of risk management, control and governance processes implemented by Management. In evaluating internal control, CAD adopts the five components set out in the Internal Control Integrated Framework issued by the Committee of Sponsoring Organisations of the Treadway Commission (COSO); namely control environment, risk assessment, control activities, information and communication, and monitoring activities. COSO is an internationally recognised organisation that provides thought leadership and guidance on internal control, enterprise risk management, and fraud deterrence.

CAD's scope of coverage encompasses all business and support units. The selection of the units to be audited from the audit universe is based on an annual audit plan that is approved by the AC. Coverage of risk factors within the audit universe is expected for:

- 100% of High rated risk factors to be assessed for coverage in the next 6-12 months, and
- At least 85% of high and medium rated risk factors in the universe
- Medium risk factors in the universe to be assessed for coverage in the next 12-24 months
- Any residual risk factors not covered (due to Low rating) will be reassessed to determine if it should be included within the coming year's plan.
- Regulations with no fixed review frequency will be audited/reviewed minimally once in 2 years.

Regardless of risk assessment, audit scope must include units that must be audited annually due to adverse audit rating; and is to be performed within 12 months from the report issuance date.

CAD also undertakes investigations into alleged fraud by staff, customers and third parties and recommends appropriate improvements to prevent recurrence and actions against the persons responsible.

CAD has unrestricted access to information required in the course of its work. CAD's scope of work is established in accordance with the Global Internal Audit Standards and relevant regulatory guidelines.

The Audit Report is the final product of an audit assignment, which provides the scope of audit work performed, a general evaluation of the system of internal control together with detailed audit observations, recommendations from CAD for improvement and agreed management response. The implementation of actions by management is monitored and followed up by CAD with appropriate validation. The AC reviews and evaluates any exceptions or non-compliance raised by CAD and monitors activities to ensure that appropriate and prompt remedial actions are taken by the Management.

CAD submits a report to the Group AC once every quarter. CAD follows the same audit planning and audit rating methodology as the Group Corporate Assurance Division with such modifications as necessary to suit the local environment and regulations.

As part of the CAD 2.0 aspirations, CAD has enhanced its coverage, refined the audit process and communication, elevated staff competency, and strengthened system and tools to align with the Group Corporate Assurance Division's direction. CAD intensifies the data analytic audit approach by integrating a data-driven assurance platform to facilitate auditors in performing systemic activities with more targeted key risk areas. CAD also identifies potential cost savings and qualitative value-added recommendations (i.e. new control design) from the audits performed during the year.

To enhance relationship with management, CAD has conducted Quarterly Business Monitoring (QBM) with Department Heads, Section Heads, and relevant key stakeholders to strengthen working relationship and business understanding for better audit focus. In addition, CAD reviews and provides feedback on drafts of new and revised policies to ascertain adequate of proposed governance and controls to address risks.

Compliance Framework

The Board recognises that the compliance function forms an integral part of the Bank's management and internal controls, as a strong compliance culture reflects a corporate culture of high integrity and ethics.

The Bank's compliance function is driven by the Compliance Division (COD) with consultation and guidance from the Group Legal and Compliance Division which is headquartered in Malaysia. Its main function is to facilitate advice, monitor and educate the business and support units to act in accordance with laws, regulations and guidelines. In line with good governance, COD reports independently to the Board of Directors.

The Bank has established the Compliance Programme, which requires all business and support units to establish a Compliance Matrix that encompasses relevant laws, regulations, and guidelines applicable to the business and support units. Additionally, the business and support units are required to perform the gap analysis on the new updates of laws, regulations, and guidelines and subject to consultation with COD on the gaps or actions to be taken to ensure that the new/updates of laws, regulations and guidelines are adhered. Compliance Matrix shall be reviewed and updated annually.

Business and support units are also required to conduct a self-testing exercise on the Compliance Matrix which will be independently validated by COD on quarterly basis. Additionally, COD conducts Compliance Reviews on business and support units based on the annual Board-approved Compliance Work Plan. Moreover, scheduled trainings are regularly conducted to promote awareness and facilitate the implementation of the Compliance Framework within the Bank.

The Board of Directors is provided with compliance reports on a regular basis to facilitate the Board in having a holistic and overall view of compliance matters of the Bank.

Anti-Money Laundering / Counter-Terrorism Financing (AML/CFT)

The Bank places importance on and is committed to establishing an effective internal control system for AML/CFT in compliance with all related laws, regulations, guidelines and industry best practices.

The Bank maintains the AML/CFT Policies and Procedures which have been duly approved by the Board and subsequently updated to reflect the new trends and mechanism on Money Laundering and or Financing Terrorism.

The Bank's AML/CFT systems and supporting systems facilitate AML risk, customer and transaction monitoring including Watchlist Management, Customer Due Diligence (CDD) or Know Your Customer (KYC) and AML/CFT Alert Monitoring. The Bank has ensured that the process, people, and system are able to detect the risk and report any suspicion to the regulators.

Regular training and awareness programmes are conducted and has covered the latest updates on AML/CFT regulations, real transaction case study on the risk of money laundering and financing terrorism, with emphasis on the roles and responsibilities of employees. The Bank has taken and will continue to undertake ongoing measures to reduce the risk of CIMB's exposure to possible money laundering and financing of terrorism activities while ensuring compliance with regulatory guidelines.

Whistleblowing

As part of good corporate governance, the Bank has established a whistleblowing policy that sets out avenues for employees and third parties in disclosing information relating to any wrongdoings, malpractices and/or irregularities discovered; and to encourage all employees to be vigilant about the on-goings of CIMB's immediate operating environment as well as to stipulate the rights and protection that is accorded to the employees for disclosing such information. There are several channels which all parties may report their concerns - a dedicated e-mail address and postal submission.

All disclosures received via the dedicated channels are directed to the designated Independent Non-Executive Director, assessed by the Head of Compliance and escalated to Corporate Assurance should it warrants an investigation. Depending on the outcome of the investigations, the Head of Corporate Assurance shall recommend appropriate actions to the Management. The Bank is committed to maintaining strict confidentiality for whistleblowers and ensures that their identities are protected throughout the process.

Anti-Bribery and Corruption

The Bank takes a zero-tolerance approach towards all forms of bribery and corruption and is committed to acting professionally, fairly and with integrity in all business dealings and relationships in all jurisdictions in which it operates. The Bank is committed to implementing and enforcing effective measures to counter bribery and corruption which are punishable offences in accordance with the applicable law and regulations including, but not limited to, Law on Anti-Corruption and Criminal Code of Cambodia.

The Integrity and Governance framework has been established to oversee bribery and corruption risks, and to serve as a reference in the implementation of integrity governance's functions within the Bank. It aims to set out best practices process for each related policy which in aggregate would support the effective implementation of adequate procedures to prevent or mitigate the occurrence of bribery and corruption practices. The Bank has also put in place Anti-Bribery and Corruption Policy to set out responsibilities of employees and associated persons working for and on behalf of the Bank, in observing and upholding its position on anti-bribery and corruption; and to provide information and guidance on how to recognise, raise concern and deal with bribery and corruption issues.

New Product Approval Procedure

New product approval procedure is enforced for all new banking products and services. New products are products and/or services that are offered by the Bank for the first time or a combination of a product and any existing or new product or variation to an existing product that results in a material change to the structure, features or risk profile of the existing product, as determined by Risk Management. All new product proposals are subject to a rigorous risk review process by various stakeholders at the Bank and relevant Group level to ensure that all critical and relevant areas of risk are appropriately identified, assessed and mitigated prior to implementation. The product proposal is then subject to extensive deliberations in various Bank and Group committees before submission to the Risk Committee for final approval.

Exceptions Management and Escalation

The Bank continuously stresses the importance of adhering to regulatory requirements, internal controls and other established procedures in preserving its brand reputation. Exceptions are addressed and managed in a timely and transparent manner. To this end, the Bank has established exception management and escalation procedures to handle escalation of any exceptions, including regulatory non-compliance, breaches of rules or limits, fraud and other non-compliance with the internal processes. This procedure advocates timely remedial measures and strengthens transparency and management oversight.

Under the exception management and escalation procedures, reports on incidents are required to be submitted within 24 hours of discovery or first notification of such incident if its impact is assessed as significant. Each exception will then be managed based on the severity and impact of the case on the Bank's business, operations and brand reputation. Exceptions are summarised and reported to the Risk Committee on a monthly basis.

Code of Ethics

The Bank has in place a standard minimum code of conduct for all its employees, which encompasses all aspects of its day-to-day business operations. The guidelines of the code of conduct are adopted from the Group and incorporated in the employment contract, which is acknowledged and signed by all employees.

Human Resources Policies and Procedures

Human Resources (HR) Policies and Procedures have been instituted throughout the Group, covering all aspects of human resource management. The policies on recruitment, promotion, transfer and termination of employees within the Group are clearly defined therein. These policies are built upon and in line with the relevant local regulations to ensure compliance. Employees are appraised on an annual basis, and the appraisal is directed by key performance indicators and core competency measurements. Learning and capability development programmes which include skills and/or technical training are developed and put in place to support and improve the competency of our employees to ensure that they are able to discharge their duties effectively and efficiently. Employees are periodically reminded of the relevant policies via e-mail or memoranda and also through relevant training sessions. One such training conducted is the Anti-Money Laundering (AML) session, which is carried out regularly to further emphasise the Group's zero tolerance towards non-compliance with the AML policy. This is also emphasised during the orientation programme.

► BUSINESS CONTINUITY MANAGEMENT

CIMB Bank is committed to safeguarding the interests of all its key stakeholders, the reputation of the organisation and value-creating activities by ensuring an appropriate level of continuity on business processes and functions throughout the Bank. The responsibilities for implementing and running the Business Continuity Management (BCM) programme lie with the Board of Directors and Management.

BCM Policy and Procedures are localised from CIMB Group to outline and enforce relevant BCM requirements, procedures and practices on business and support units so as to ensure the continuity of critical business functions, critical systems, and essential services within a specified timeframe in the event of disruptions

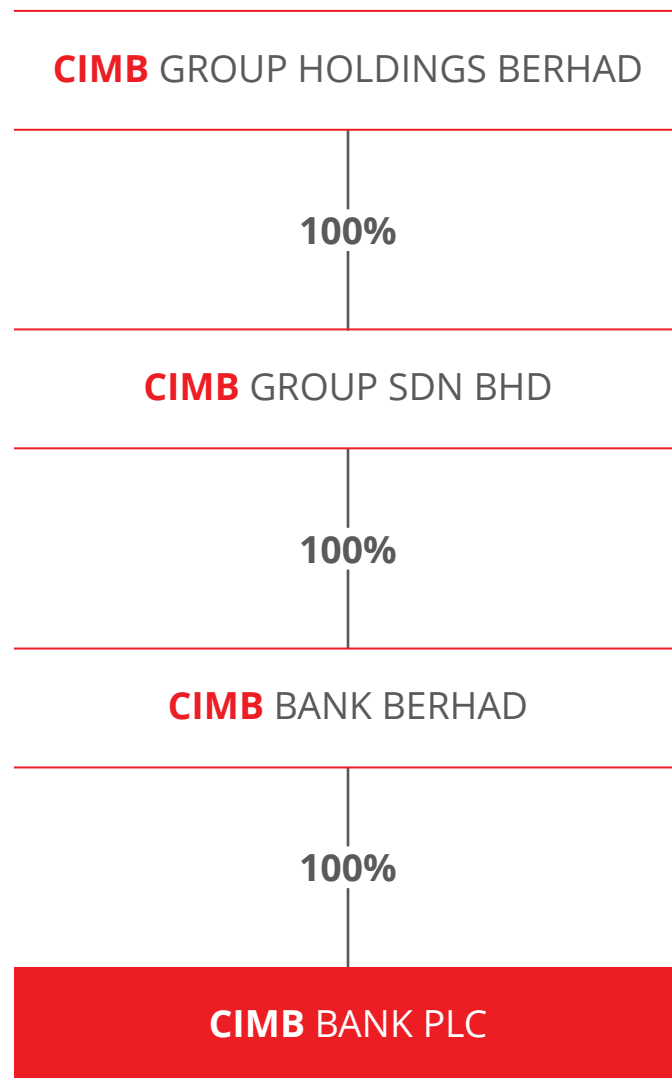
Business Continuity Plans (BCP) are documented for all critical functions and processes, and Disaster Recovery Plans (DRP) are documented for critical systems. The BCP and DRP are rehearsed and tested annually.

► CONCLUSION

The Board believes that the system of internal control in place is adequate to safeguard shareholder interests as well as the assets of the Bank. The Board also acknowledges the effectiveness of the ongoing process for the identification, evaluation and management of significant risks in the Bank and is committed to continuing to review the operations and effectiveness of the Bank's internal controls, including financial, operational and compliance controls and risk management.

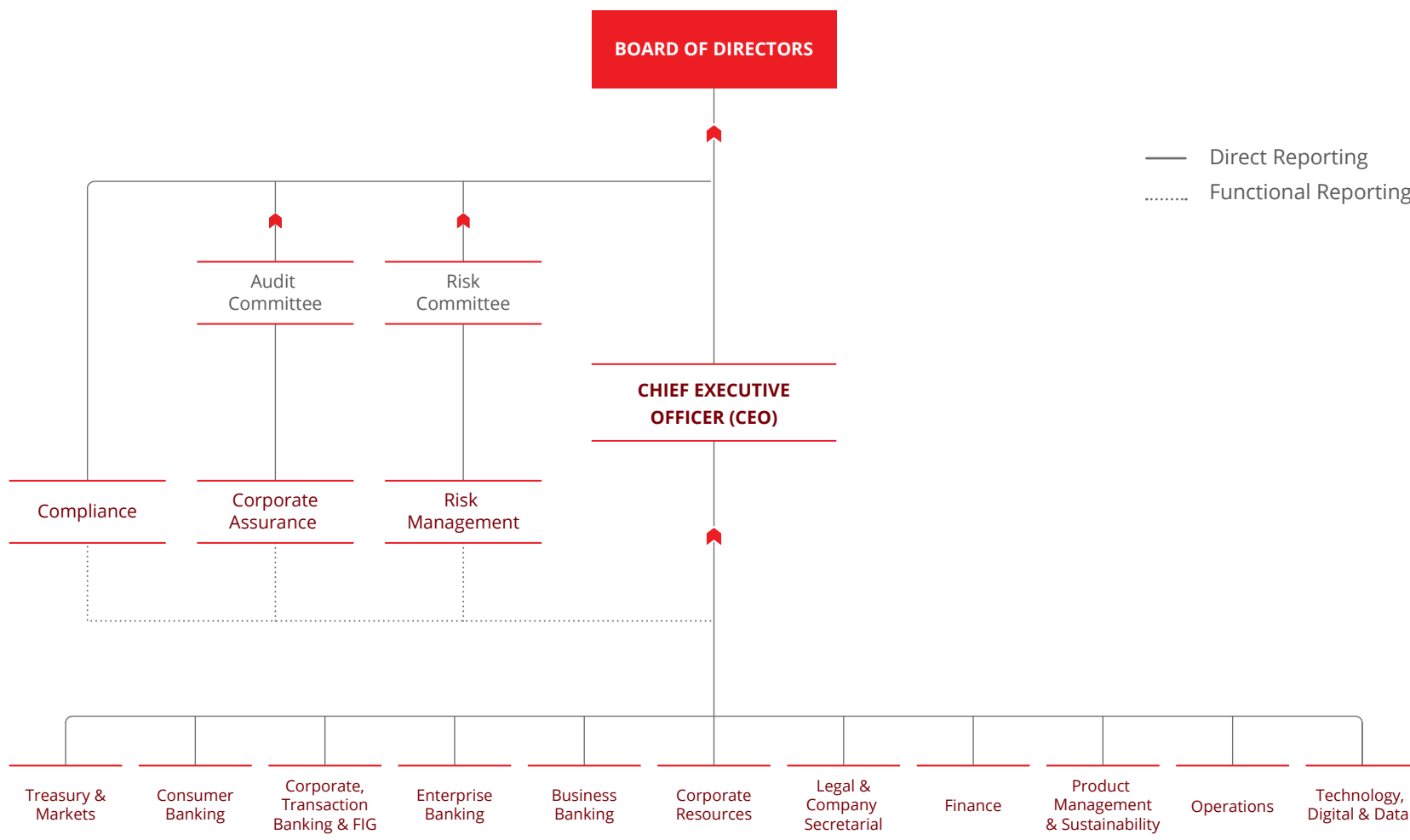
CORPORATE STRUCTURE

(As at 31 December 2025)



ORGANISATION CHART

(As at 31 December 2025)



CORPORATE INFORMATION

(As at 28 February 2026)

BOARD OF DIRECTORS

Raymond Yeoh Cheng Seong	_____	Chairman / Independent Non-Executive Director <i>(Appointed on 6 February 2026, succeeding Tan Sri Mohd Nasir Bin Ahmad who retired on 31 July 2025)</i>
Long Beang	_____	Independent Non-Executive Director
Aisyah Lam Binti Abdullah	_____	Independent Non-Executive Director
Mohd Haniz bin Mohd Nazlan	_____	Non-Independent Non-Executive Director <i>(Appointed on 6 February 2025)</i>
Ankur Sehgal	_____	Non-Independent Non-Executive Director <i>(Appointed on 6 February 2025 and later resigned on 16 January 2026)</i>
Bun Yin	_____	Non-Independent Non-Executive Director <i>(Redesignated from Executive Director to Non-Executive Director on 6 October 2025)</i>

AUDIT COMMITTEE

Long Beang	_____	Chairman / Independent Non-Executive Director
Raymond Yeoh Cheng Seong	_____	Independent Non-Executive Director <i>(Appointed on 6 February 2026, succeeding Tan Sri Mohd Nasir Bin Ahmad who retired on 31 July 2025)</i>
Aisyah Lam Binti Abdullah	_____	Independent Non-Executive Director

RISK COMMITTEE

Aisyah Lam Binti Abdullah	_____	Chairperson / Independent Non-Executive Director
Hong Cheap	_____	Alternate Chairperson / Chief Executive Officer <i>(Effective 30 April 2025, Mr. Hong Cheap has been redesignated from member to Alternative Chairperson, succeeding Mr. Bun Yin who retired on 1 April 2025)</i>
Kien Vatana	_____	Head, Risk Management
Ka Chhorng	_____	Head, Business Banking <i>(Appointed as member on 30 April 2025)</i>
Bith Bunly	_____	Head, Enterprise Banking <i>(Appointed as member on 30 April 2025)</i>
Ky Sana	_____	Head, Corporate, Transaction Banking & FIG
Pech Somaly	_____	Head, Consumer Banking
Den Davuth	_____	Head, Technology, Digital and Data <i>(Appointed as member on 25 September 2025, replacing Mr. Heng Viboth, Head, Technology)</i>
Heng Vuthy	_____	Head, Finance
Heng Phuong Rachana	_____	Head, Operations
Heng Torang	_____	Head, Treasury & Markets

CAMBODIA CREDIT COMMITTEE

Kien Vatana	_____	Chairman / Head, Risk Management
Hong Cheap	_____	Alternative Chairman / Chief Executive Officer
Ka Chhorng	_____	Head, Business Banking
Bith Bunly	_____	Head, Enterprise Banking
Pech Somaly	_____	Head, Consumer Banking
Chamnan Vanita	_____	Head, Credit Management
Ky Sana	_____	Head, Corporate, Transaction Banking & FIG
Chong Kok Ping	_____	Co-Head, Regional Credit Management
Lim Gek Peng	_____	Director, Financial Institutions and Traded Credit Management
Freddy Ong Teck Guan	_____	Regional Head, Group Wholesale Banking – Corporate and Investment Banking Coverage
Nor Akmar Abd Hamid	_____	Director, Commercial Credit Management, Group Commercial Banking
Gurdeep Singh	_____	Regional Head, Retail Credit Risk

MANAGEMENT COMMITTEE

Hong Cheap	_____	Chairman / Chief Executive Officer <i>(Appointed as Chief Executive Officer on 1 April 2025, succeeding Mr. Bun Yin)</i>
Ky Sana	_____	Head, Corporate, Transaction Banking & FIG
Pech Somaly	_____	Head, Consumer Banking <i>(Redesignated as Head, Consumer Banking on 15 October 2025)</i>
Teo Hong Joo	_____	Co-Head, Consumer Banking <i>(Ceased as member on 15 October 2025)</i>
Bith Bunly	_____	Head, Enterprise Banking <i>(Appointed as member on 1 April 2025)</i>
Ka Chhorng	_____	Head, Business Banking <i>(Appointed as member on 1 April 2025)</i>
Heng Vuthy	_____	Head, Finance
Oum Chenda Pheakdey	_____	Head, Corporate Resources
Den Davuth	_____	Head, Technology, Digital and Data <i>(Appointed as Head, Technology, Digital & Data on 1 August 2025, replacing Ms. Nguyen Thi Thu Huong (aka Rachel Nguyen))</i>
Heng Viboth	_____	Head, Technology & Data <i>(Ceased as member on 1 August 2025)</i>
Kien Vatana	_____	Head, Risk Management
Heng Torang	_____	Head, Treasury & Markets
Ouk Thanin	_____	Head, Product Management & Sustainability
Heng Phuong Rachana	_____	Head, Operations

(Permanent invitees of the Committee include Head of Internal Audit, Head of Compliance and Representative from Strategy Division)

CAMBODIA ASSET LIABILITY MANAGEMENT COMMITTEE

Heng Vuthy	_____	Chairman / Head, Finance
Heng Torang	_____	Alternative Chairman / Head, Treasury & Markets
Hong Cheap	_____	Chief Executive Officer
Pech Somaly	_____	Head, Consumer Banking
Ka Chhorng	_____	Head, Business Banking
Bith Bunly	_____	Head, Enterprise Banking
Ky Sana	_____	Head, Corporate, Transaction Banking & FIG
Kien Vatana	_____	Head, Risk Management

COMPANY SECRETARIES

Ly Sophea
Datin Rossaya Mohd Nashir

REGISTRATION NO.

00010524

REGISTERED OFFICE

No. 60, Preah Monivong Boulevard, Phum 10, Sangkat Voat Phnum,
Khan Doun Penh, Phnom Penh, 120211, Kingdom of Cambodia
Tel : +855 23 988 388
Fax : +855 23 988 099
Website : www.cimbbank.com.kh

AUDITORS

Grant Thornton (Cambodia) Limited
20th Floor Canadia Tower, 315 Preah Ang Duong Street
(corner Monivong Boulevard), Sangkat Voat Phnum
Khan Doun Penh, Phnom Penh
Kingdom of Cambodia
Tel : +855 23 966 520
Website : www.grantthornton.com

04



HIGHLIGHTS & ACHIEVEMENT 2025

48 Corporate Event Highlights

54 Media Highlights

CORPORATE EVENT HIGHLIGHTS

> CORPORATE RESPONSIBILITY PROGRAMMES

CIMB UNITY RUN FOR CHARITY
12 JANUARY 2025 @PHNOM PENH



CIMB BANK BLOOD DONATION
19 FEBRUARY 2025 @CIMB BANK'S HEAD OFFICE, PHNOM PENH



02 DECEMBER 2025 @CIMB BANK'S HEAD OFFICE, PHNOM PENH



> CORPORATE RESPONSIBILITY PROGRAMMES

CIMB BANK TREE PLANTING DAY
27 JULY 2025 @ANGKOR CIMB PARK, SIEM REAP



DONATION TO CAMBODIAN RED CROSS
07 MAY 2025 @CAMBODIAN RED CROSS'S OFFICE, PHNOM PENH



DONATION TO REFUGEES AFFECTED BY THE CAMBODIAN-THAI BORDER DISPUTE
02 AUGUST 2025 @BANTEAY MEANCHHEY



DONATION TO EYES TREATMENT PROGRAMME BY THE NBC
16-18 AUGUST 2025 @KHMER-SOVIET FRIENDSHIP HOSPITAL, PHNOM PENH



CIMB BANK MANGROVE TREE PLANTING DAY
23 AUGUST 2025 @TRAPEANG SANGKAE FISHERY COMMUNITY, KAMPOT



DONATION TO BRANCH CENTRE
23 AUGUST 2025 @BRANCH CENTRE, PHNOM PENH



> CORPORATE EVENTS

MOU SIGNING CEREMONY WITH CIA FIRST INTERNATIONAL SCHOOL
19 FEBRUARY 2025 @CIA FIRST INTERNATIONAL SCHOOL, PHNOM PENH



CIMB BANK WOMEN'S DAY
12 MARCH 2025 @CIMB BANK'S HEAD OFFICE, PHNOM PENH



CIMB BANK SHARING SESSION
21 MARCH 2025 @OCIC CONVENTION CENTRE, PHNOM PENH



MOU SIGNING CEREMONY WITH SMART AXIATA
02 APRIL 2025 @SMART AXIATA'S OFFICE, PHNOM PENH



CIMB BANK TOWN HALL
APRIL, JULY & OCTOBER 2025 @CIMB BANK'S HEAD OFFICE, PHNOM PENH



PARTNERSHIP LAUNCH WITH IBF
29 MAY 2025 @CIMB BANK'S HEAD OFFICE, PHNOM PENH



> CORPORATE EVENTS

CIMB BANK EPICC CHAMPION CUP
13 JUNE 2025 @PHNOM PENH



CIMB GROUP MEDIA DAY
21-22 JULY 2025 @KUALA LUMPUR, MALAYSIA



PCHUM BEN FESTIVAL CELEBRATION
08-10 SEPTEMBER 2025 @CIMB BANK'S BRANCHES, PHNOM PENH



MOU SIGNING CEREMONY WITH HGB GROUP
11 SEPTEMBER 2025 @HGB GROUP'S OFFICE, PHNOM PENH



CUSTOMER BUSINESS WORKSHOP & 15TH ANNIVERSARY CELEBRATION
05 DECEMBER 2025 @HYATT REGENCY, PHNOM PENH



CIMB BANK SOLAR EXPERIENTIAL LEARNING TRIP
19 DECEMBER 2025 @SCHNEITEC GROUP'S SOLAR FARM, KAMPONG SPEU



> SPONSORSHIP

AUTO SHOW

01-02 MARCH 2025 @THE PREMIER CENTRE SEN SOK, PHNOM PENH



ORKIDE BUNPHUM FESTIVAL

05-06 APRIL 2025 @BOREY ORKIDE, PHNOM PENH



CAREER FAIR

27 MARCH 2025 @AMERICAN UNIVERSITY OF PHNOM PENH, PHNOM PENH



10 MAY 2025 @DE MONTFORT UNIVERSITY CAMBODIA, PHNOM PENH



CAREER FAIR

12 MAY 2025 @PARAGON UNIVERSITY, PHNOM PENH



28 NOVEMBER 2025 @VANDA INSTITUTE, PHNOM PENH



> SPONSORSHIP

AFA KICPAA ACCA CONFERENCE

30 MAY 2025 @SOKHA HOTEL, PHNOM PENH

**MALAYSIAN AMBASSADOR'S FOOTBALL SHIELD TOURNAMENT**

06 JULY 2025 @PHNOM PENH

**CAMED BANKING FORUM**

10 OCTOBER 2025 @CAMED BUSINESS SCHOOL, PHNOM PENH

**PINNACLE ENTREPRENEURS FORUM**

21 NOVEMBER 2025 @SOFITEL HOTEL, PHNOM PENH

**4TH CHILDREN FUN FAIR**

21-23 NOVEMBER 2025 @KOH PICH EXHIBITION HALL, PHNOM PENH

**PPCC FOOD FESTIVAL FOR CHARITY**

21-23 NOVEMBER 2025 @PHNOM PENH CITY CENTRE, PHNOM PENH



MEDIA HIGHLIGHTS

BTV
 ក្រុមហ៊ុនប្រតិបត្តិការធានារ៉ាប់រងអន្តរជាតិ CIMB ប្រកាសតែងតាំងលោកអ៊ុង ចឿន ថាជាប្រធានក្រុមប្រឹក្សាភិបាលថ្មីរបស់ក្រុមហ៊ុន។

FRESH NEWS PLUS
 ក្រុមហ៊ុនប្រតិបត្តិការធានារ៉ាប់រងអន្តរជាតិ CIMB ប្រកាសតែងតាំងលោកអ៊ុង ចឿន ថាជាប្រធានក្រុមប្រឹក្សាភិបាលថ្មីរបស់ក្រុមហ៊ុន។

FRESH NEWS PLUS
 ក្រុមហ៊ុនប្រតិបត្តិការធានារ៉ាប់រងអន្តរជាតិ CIMB ប្រកាសតែងតាំងលោកអ៊ុង ចឿន ថាជាប្រធានក្រុមប្រឹក្សាភិបាលថ្មីរបស់ក្រុមហ៊ុន។

KHMER TIMES
CIMB Bank appoints Hong Cheap as its new CEO

KHMER TIMES
CIMB Bank appoints Hong Cheap as its new CEO

AMS | CENTRAL
CIMB Bank Appoints New CEO to Lead the Bank's Continued Growth in Cambodia

AMS | CENTRAL
ក្រុមហ៊ុនប្រតិបត្តិការធានារ៉ាប់រងអន្តរជាតិ CIMB ប្រកាសតែងតាំងលោកអ៊ុង ចឿន ថាជាប្រធានក្រុមប្រឹក្សាភិបាលថ្មីរបស់ក្រុមហ៊ុន។

AMS | CENTRAL
ក្រុមហ៊ុនប្រតិបត្តិការធានារ៉ាប់រងអន្តរជាតិ CIMB ប្រកាសតែងតាំងលោកអ៊ុង ចឿន ថាជាប្រធានក្រុមប្រឹក្សាភិបាលថ្មីរបស់ក្រុមហ៊ុន។

AMS | CENTRAL
CIMB Bank Appoints New CEO to Lead the Bank's Continued Growth in Cambodia

AMS | CENTRAL
CIMB Bank Appoints New CEO to Lead the Bank's Continued Growth in Cambodia

B2B CAMBODIA
CIMB Bank, Apsara Authority Mark Tree Planting Day at Angkor-CIMB Park

B2B CAMBODIA
CIMB Bank and Apsara National Authority Celebrate Tree Planting Day at Angkor-CIMB Park for the Community and the Angkor Heritage Site

B2B CAMBODIA
CIMB Bank and Apsara National Authority Celebrate Tree Planting Day at Angkor-CIMB Park for the Community and the Angkor Heritage Site

B2B CAMBODIA
CIMB Bank and Apsara National Authority Celebrate Tree Planting Day at Angkor-CIMB Park for the Community and the Angkor Heritage Site

B2B CAMBODIA
CIMB Bank and Apsara National Authority Celebrate Tree Planting Day at Angkor-CIMB Park for the Community and the Angkor Heritage Site

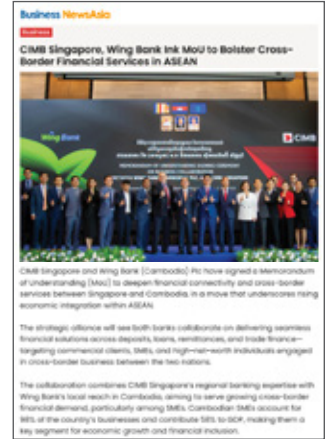
B2B CAMBODIA
CIMB Bank Marks 15 Years in Cambodia With a Strong Focus on Digital Innovation and Regional Integration

B2B CAMBODIA
CIMB Bank Marks 15 Years in Cambodia With a Strong Focus on Digital Innovation and Regional Integration

B2B CAMBODIA
CIMB Bank Marks 15 Years in Cambodia With a Strong Focus on Digital Innovation and Regional Integration

B2B CAMBODIA
CIMB Bank Marks 15 Years in Cambodia With a Strong Focus on Digital Innovation and Regional Integration

B2B CAMBODIA
CIMB Bank Marks 15 Years in Cambodia With a Strong Focus on Digital Innovation and Regional Integration





BOARD OF DIRECTORS





RAYMOND YEOH CHENG SEONG

Chairman / Independent Non-Executive Director

- > Malaysian
- > 63 years old
- > Joined the Board on 6 February 2026
- > Member of the Audit Committee

Mr. Yeoh completed his Bachelor of Arts degree in Economics and Social Studies at the University of Manchester, United Kingdom, is a Fellow of the Institute of Chartered Accountants in England and Wales and a Chartered Banker. He also obtained Securities Industry Examination Certificate - Investment Analysis from The International Stock Exchange.

He began his career at Deloitte Haskins & Sells, London in 1984 as an Accountant prior to being employed as a Derivatives Research Analyst at Hoare Govett Securities Limited based in London and then in Singapore in the early 1990s. He then moved to become an Arbitrage Trader at Bankers Trust Company, Singapore and subsequently held the position of Vice-President/Joint Head of Asian Currency and Interest Rate Trading at Merrill Lynch International Bank Limited, Singapore before joining Banco Santander SA, Singapore as Head of Asian Markets Trading. After various other positions there, Mr. Yeoh then moved to Hong Kong to become Banco Santander's Regional Treasurer for Asia.

Mr. Yeoh returned to Malaysia to join Hong Leong Bank Berhad as its Head of Treasury, Wealth Management and Intra Group Cross Selling prior to moving to ABN AMRO Bank Berhad, Malaysia as its Executive Director/Head of Global Markets/Financial Markets. His career continued with his appointment as the Head of Global Markets (Malaysia and Vietnam) and subsequently as the Country Chief Executive Officer of Deutsche Bank (Malaysia) Berhad and Principal Officer of its Labuan branch. Mr. Yeoh concluded his banking career with another 10 years at Bank of America Malaysia Berhad as Country Head and Chief Executive Officer and Principal Officer of its Labuan branch before finally retiring in October 2023.

Mr. Yeoh is also an Independent Non-Executive Director of AYER Holdings Berhad and of IGB REIT Management Sdn Bhd and a Committee Member of Royal Selangor Golf Club.



AISYAH LAM BINTI ABDULLAH

Independent Non-Executive Director

- > Malaysian
- > 61 years old
- > Joined the Board on 5 July 2018
- > Attended all 7 Board meetings held in 2025
- > Chairwoman of the Risk Committee
- > Member of the Audit Committee

Ms. Aisyah Lam has been appointed as an Independent Director and Chairwoman of the Risk Committee of the Bank from 5 July 2018. She is also an Independent Director of CIMB Bank Vietnam.

Starting her banking career in Standard Chartered Bank, she went on to Deutsche Bank (Malaysia) in 1994 where she became the Head of Global Corporate Cash Management, pioneering the set-up of online corporate trade and transactional business for Deutsche Bank in Malaysia and then joining the regional sales team in Singapore. In 2001, she moved on to IslamicQ.com Asia (Dubai) where she was the Country Manager responsible for the management, development and implementation of business strategies in Asia.

In 2003, Ms. Aisyah returned to Malaysia to become the General Manager of Wealth Management for Hong Leong Bank Berhad. Her responsibilities include expansion of the business, growing the portfolio of assets under management, developing and managing the bank's priority as well as private banking sales channels in addition to the branch network. Ms Aisyah went on to Citibank in 2006 to head and to develop their Wealth Management portfolio in Malaysia.

Ms. Aisyah decided to leave for Hanoi in Vietnam in May 2010 to take up a new challenge in starting up a retail business for Ngan Hang TMCP Bac A Bank. The mission was to put up the infrastructure in the bank to support the key retail banking products and services in line with its strategic plan in building and growing this segment as a major business for the bank. Upon completion of the project, she moved on to Hong Leong Bank Ltd Vietnam where from 2012 to 2015, she developed and built the businesses of personal financial services for the bank in Vietnam.

From banking, Ms. Aisyah moved into the health care industry in 2016 managing and building a group of chiropractic clinics in Vietnam in all aspects of operations as well as business development. In 2022, the group of clinics were merged into the largest hospital in Vietnam and subsequently acquired by Thomson Medical Group Singapore. Post the M&A (merger & acquisition) activities, Aisyah has remained as a consultant to continue supporting the business.

From October 2023 to June 2025, Ms. Aisyah was appointed as Board Advisor to American Chiropractic Clinic Vietnam. The clinic was acquired by the largest foreign hospital in Vietnam in 2022. Aisyah retired from active management post completion to support transition in an advisory role to board.

Since January 2025, Ms. Aisyah has been managing an eco-resort in Malaysia as Owner & Operator. The resort is fully off grid and designed around sustainability living principles where she promotes environmentally responsible tourism experiences. Facilities offered include exclusive space for events as well as hillside chalet accommodations adjacent to primary jungle, providing guests with immersive nature experiences in a low-impact, eco-sensitive environment.

Ms. Aisyah Lam graduated from the Chartered Institute of Banking UK with a post graduate advance diploma in Chartered Marketing.



LONG BEANG

Independent Non-Executive Director

- > Cambodian
- > 46 years old
- > Joined the Board on 9 March 2022
- > Attended all 7 Board meetings held in 2025
- > Chairman of the Audit Committee

Beang is a member of the Bar Association of Kingdom of Cambodia (BAKC), members of the National Commercial Arbitration centre (NCAC) and holds a Master of International Commercial Law and Corporate Counsel from The Royal University of Law and Economics, Cambodia.

He has been appointed as an Independent Non-Executive Director and the Chairman of the Audit Committee of the Bank from 9 March 2022.

Beang had been appointed as an Independent Director of Ly Hour Insurance Plc. in March 2019 and as Chairman of the Audit Committee to the Board of Directors for Ly Hour Insurance Plc. early 2020 until his resignation from this directorship on 25 September 2021.

He brings with him vast experience in the areas of leadership, management, legal profession by having advised to various clients on many practice areas, including but not limited to; real estate and construction, banking and finance, insurance, telecom, tourism and hotel, labor and employment, capital markets (Securities and derivative businesses), sale and purchase contract for goods and services, project finance, legal due diligence, manufacturing business and also representing clients before the courts for civil and commercial cases.

Since September 2018, as one of the senior and top Cambodian commercial arbitrators, Beang has been involving with managing, ruling and leading arbitration proceedings and arbitration tribunals regarding commercial dispute resolutions notably for matters relating to international trade, supply and services contracts and construction.

In January 2022, he has been accredited as CEDR Accredited Mediator by Centre for Effective Dispute Resolution which is based in United Kingdom.

In 2025, Beang is also a member of working group under the BAKC to work with the working group of NBC for implementation of the MOU between the BAKC and NBC.

Beang is a Managing Partner of PYT & Associates, registered with the BAKC and he leads on some practice areas namely; banking and finance, project finance, insurance, labor and employment, dispute resolutions within the jurisdiction of the Securities and Exchange Commission of Cambodia (SECC) and NCAC and also regarding civil and commercial litigation and also co-leads on other areas such as: real estate and construction (transaction), merger and acquisition (M&A) and securities and derivative business including Initial Public Offering (IPO).



Mohd Haniz bin Mohd Nazlan

Non-Independent Non-Executive Director

- > Malaysian
- > 42 years old
- > Joined the Board on 6 February 2025
- > Attended all 6 Board meetings held in 2025

Haniz is Chief Executive Officer (CEO) of Group Consumer Banking, managing CIMB Group's consumer banking franchise across the region. Appointed to the role on 1 February 2025, he oversees all facets of the Group's retail segment, products, and channels across Malaysia, Indonesia, Singapore, Thailand and Cambodia.

Haniz brings over 19 years of experience spanning corporate strategy, corporate finance, mergers & acquisitions, project management, portfolio and asset management, global equities, and real estate investments.

Having joined CIMB in April 2021, Haniz previously served as Group Chief Strategy Officer, where he was responsible for a diverse portfolio that included Group Strategy, Performance and Programme Management, Group Customer Experience, Transforming Customer Journeys, Group Corporate Finance and Investment Management as well as the Group CEO's Office. He was instrumental in driving the execution of CIMB's Forward23+ programme and led efforts in defining CIMB's strategic roadmap beyond 2024. During this time, he also played a pivotal role in strengthening operational resilience, enhancing performance management, and refining the Group's regional operating model.

Haniz has played a key role in shaping and executing enterprise-level initiatives at CIMB, including managing strategic partnerships such as Principal Asset Management and leading CIMB's re-entry into the securities business through the acquisition of KAF Equities.

Prior to joining CIMB Group, Haniz was the Chief Investment Officer of Lembaga Tabung Angkatan Tentera (LTAT) from August 2019 where he was accountable for all investment functions and activities in the management of LTAT's investment portfolio. He played a key role in setting LTAT's turnaround plan in motion, including the execution of

restructuring plans for the investment portfolio, reorganisation of the investment team, as well as the strengthening of key investment policies and processes, one of which included the establishment of LTAT's long term Strategic Asset Allocation (SAA) Framework.

Prior to LTAT, Haniz spent the larger part of his career at Permodalan Nasional Berhad (PNB) in various capacities, including leading roles in the Group Chief Executive's Office, International Department, Strategic Asset Allocation Department and Investment Division. He played a key part in driving the establishment of PNB's SAA and Fixed Income Frameworks, planning PNB's new global operating model, setting up the unit trust funds' expansion into global markets and in leading key M&A transactions for the PNB Group, both locally and abroad.

Haniz's board-level responsibilities include CIMB Bank PLC, Principal Asset Management Berhad, Principal Islamic Asset Management and TNG Digital Sdn Bhd, in addition to directorships on multiple entities and investment holding companies across CIMB Group. He also serves as Chairman of the Board of Controllers for CIMB Bank (Vietnam) Ltd.

Haniz graduated with a BSc (Hons) in Actuarial Science from the London School of Economics and Political Science, and holds a Master's degree and Postgraduate Diploma in Applied Finance & Investment, both from the Financial Services Institute of Australasia. He is a Certified Financial Technician (CFTe) and had also attended the Programme for Leadership Development at Harvard Business School.



BUN YIN

Non-Independent Non-Executive Director

- > Cambodian
- > 70 years old
- > Joined the Board on 29 January 2015
- > Attended all 7 Board meetings held in 2025

Mr. Bun Yin earned a Bachelor Degree from the Faculty of Finance, Accounting and Banking of the Ministry of Finance in Cambodia in 1987. He has also gained Chartered Banker status which has been conferred by Asian Institute of Chartered Bankers (AICB).

He was appointed as Chief Executive Officer (CEO) on 1 January 2015 after serving as Deputy General Manager since the inception of the Bank in Cambodia. Bun Yin was appointed as the Bank's Executive Director (ED) on 29 January 2015. He retired from his role as CEO and ED on 1 April 2025 and on 6 October 2025 respectively, while he has remained as a Non-Independent Director of the Bank. As ED/CEO, Bun Yin had overall responsibility for the implementation of the Bank's strategy, and for carrying out the Board's direction, managing the Bank's businesses and driving performance within strategic goals and commercial objectives. He led the Management team in carrying out the corporate strategy and vision of the Bank. He was also accountable to the Board for the day-to-day operations of the Bank's business.

Bun Yin has been working in the banking industry for more than 40 years. With his extensive experience in banking, he understands the local market well and has played a central role in driving the Bank's business agenda. He has been recognised as one of the pioneers in the Cambodia's banking industry.

In August 2025, he was appointed as Independent Director of Board of Trustee of Smart Axiata. Further, in December 2025, he was appointed Independent Director of Phillip General Insurance (Cambodia) PLC.



LY SOPHEA
Joint Company Secretary

► Cambodian

Ly Sophea has been the Joint Company Secretary of CIMB Bank PLC since November 2010. She also acts as the Joint Company Secretary to the Board of Directors and the Audit Committee of CIMB Bank PLC. Sophea is also the Secretary to the Management Committee and Cambodia Business Review Committee as well as is a permanent invitee of other committees of the Bank such as the Risk Committee, Cambodia Credit Committee, and Cambodia Asset Quality Committee.

Prior to joining CIMB Bank PLC, Sophea was an Assistant to the Senior Vice President and Head of Legal and Corporate Affairs at a major Bank in Cambodia. She simultaneously studied and worked for six years in legal and corporate secretarial roles in Legal and Corporate Affairs Division at her previous workplace.

Sophea graduated in 2004 from Royal University of Law and Economics (RULES) with a Bachelor of Law and in that same year, earned a Bachelor of Accounting from the Faculty of Business Administration of Institution of the Technology and Management (currently known as University of Puthisastra). In 2007, she further obtained her Master's Degree in Private Law from RULES. Sophea was qualified for the certificate in AML/CFT from Asian Institute of Chartered Bankers (AICB), Malaysia, in 2017. She was also qualified as a CEDR Accredited Mediator from the Centre for Effective Dispute Resolution (CEDR) which is based in United Kingdom, in January 2022. In August 2022, Sophea attended the 1st Training and Examination and was successfully certified as the Approved Persons in the Trust Sector of 2022. Furthermore, she was also certified as qualified person for commercial arbitrator of the National Commercial Arbitration Centre (NCAC) in February 2023.



DATIN ROSSAYA MOHD NASHIR
Joint Company Secretary

► Malaysian

Datin Rossaya Mohd Nashir was appointed as the Group Company Secretary of CIMB on 17 March 2006. She leads the Group's Company Secretarial team, advising the Board on corporate governance and regulatory matters. Her remit extends across the Group's regional operations, where she draws on her extensive experience to enhance Board engagement and strengthen relationships with key stakeholders across Malaysia and the Group's regional offices.

With nearly 30 years of corporate secretarial experience, Datin Rossaya brings extensive expertise in governance, regulatory compliance and board advisory, underpinned by deep institutional knowledge. She also contributes to the broader corporate governance landscape through her role as a member of the Companies Commission of Malaysia's Corporate Practice Consultative Forum and serves as Director of several CIMB subsidiaries, demonstrating her leadership across the Group.

A strong advocate for sustainability in financial services, she has led several pioneering sustainability initiatives at CIMB, reinforcing the Group's commitment to responsible and long-term growth. This is underscored by her completion of the CIMB-CISL Sustainability Leadership Programme at the Institute for Sustainability Leadership, University of Cambridge, United Kingdom.

Datin Rossaya began her career with the Time Engineering Group and prior to joining CIMB, served at Permodalan Nasional Berhad as Joint Company Secretary for multiple subsidiaries, establishing a strong foundation in corporate governance that continues to inform and strengthen her leadership today.



MANAGEMENT TEAM





HONG CHEAP
Chief Executive Officer

► Cambodian

Hong Cheap has equipped himself with strong customer and industry knowledge to provide valuable contribution to the Bank on business and risk management matters. Hong Cheap has been working in banking industry for more than 20 years covering frontline customer-facing roles and risk management before taking up the CEO's role.

Prior to his CEO's role, as Head of Commercial Banking, he played a vital role in planning and executing the Bank's commercial banking strategies, growing the commercial banking business sustainably. During his tenure in banking industry in Cambodia and in Laos, Hong Cheap has served in senior roles in different segments including Consumer / Retail Banking, Commercial and SME Banking, Corporate Banking and in Risk Management.

Hong Cheap was appointed as Chief Executive Officer (CEO) on 01 April 2025 after serving as Head of Commercial Banking and Head of Risk for 7 and 5 years for CIMB Bank PLC, respectively.

As CEO, Hong Cheap is responsible for implementing the Bank's strategic priorities, carrying out the Board's direction, managing the Bank's business and driving performance within strategic goals and commercial objectives.

He holds a Bachelor's and Master's Degree in Business Administration. He has also completed the CIMB-INSEAD Leadership Programme (from INSEAD) as well as, Leadership for Senior Executive (LSE) and Leading Change and Organisational Renewal (LCOR) from Harvard Business School.



KY SANA

**Head, Corporate, Transaction Banking
& Financial Institution Group**

► Cambodian

Ky Sana is the Head of Corporate, Transaction Banking & Financial Institutions Group at CIMB Bank PLC, bringing over 23 years of experience across corporate banking, transaction banking, credit, trade finance and senior leadership roles. She began her career with an international bank and joined CIMB Bank PLC in 2010 as Branch Manager of its first main branch, progressing through leadership roles in Preferred and Commercial Banking before assuming her current position.

Sana leads relationship management for large corporate and FIG clients and oversees the performance and development of the Corporate Banking and FIG businesses in Cambodia. She also drives key transactional banking solutions, including Cash Management, Trade Finance, and Digital Banking.

Her achievements have been recognised with several awards, including the Best Branch of the Year (2011), Most Admired Employee (2011), Emerald Award (2013), Most Influential Woman Award (2020), and Business Unit of the Year (2024).

She holds a bachelor's degree in accounting, a master's degree in business administration, and completed the Accelerated Universal Bankers Programme at Nanyang Technological University, Singapore. In 2025, she began the CIMB Leading Leaders Development (LLDP) Programme in partnership with IMD, expected to complete in Q2 2027.



KA CHHORNNG

Head, Business Banking

► Cambodian

Chhornng has been appointed as Head of Business Banking, effective 1 April 2025. In this role, Chhornng is responsible for leading and driving the business strategies and overall performance of Business Banking. He focuses on growing both loan and deposit portfolios, ensuring their continuous development and effectiveness. His leadership has been instrumental in achieving significant growth and success in these areas.

Chhornng has been with CIMB Bank PLC since March 2017, beginning his career in Commercial Banking Centre. Over nearly a decade with the bank, he has brought a wealth of experience and expertise to his role, significantly growing the portfolio for both commercial loans and deposits.

Prior to joining CIMB Bank PLC, he served as Senior Relationship Manager, Local Corporate, at an international bank in Cambodia where he started his career for 10 years after graduation. He holds a bachelor's degree in Economics from Singapore Management University, Singapore.



BITH BUNLY
Head, Enterprise Banking

► Cambodian

Bith Bunly is an accomplished banking executive with more than 15 years of leadership experience across enterprise and commercial banking, credit risk management, business strategy, and higher education. She currently serves as Head of Enterprise Banking (EB) at CIMB Bank PLC, where she leads the development and execution of unit strategies to grow lending and funding portfolios, elevate customer value, and strengthen the bank's competitive position within Cambodia's enterprise segment.

Before taking on the leadership of Enterprise Banking, Bunly served as Head of the Commercial Banking centre under Commercial Banking, CIMB Bank PLC, from 2018 to 2025. In this capacity, she successfully led multiple teams in achieving sales targets, enhancing credit proposal quality, and maintaining robust asset quality.

Prior to joining CIMB Bank PLC, Bunly built a strong foundation in credit and relationship management at an international bank, serving as both Manager and Analyst in Research and Analysis. She managed complex portfolios, offered advisory insights to clients, supported deal structuring, and contributed significantly to credit risk processes, early alert frameworks, and team development.

Before entering the banking sector, Bunly spent several years in academia at Western University and Norton University, where she held roles including Director of International programmes, Dean of the Faculty of Tourism, Lecturer, and academic administrator. During this period, she contributed to curriculum development, international partnerships, faculty performance management, and student development programmes.

Bunly holds a Master of Tourism Management from Lincoln University in New Zealand and a Master of Business Administration from Norton University. She also earned dual bachelor's degrees in English Communication and Hotel and Tourism Management, along with multiple certifications in guiding, leadership, and international relations.



HENG TORANG
Head, Treasury & Markets

► Cambodian

Heng Torang is one of the pioneers in the management team of CIMB Bank PLC, having joined the Bank in 2010. He established the Bank's Risk Management functions and served as the secretary for the Risk Committee. In mid-2013, he transitioned to lead the Treasury & Markets division, where he oversees the management of the Bank's balance sheet, money market activities, liquidity risk, foreign exchange risk and transactions, other treasury products, and to maintain relationships with the banks and financial institutions.

As a member of the Management Committee, Torang also holds positions in the Assets & Liabilities Management Committee and the Risk Committee, underscoring his influence and involvement in critical decision-making processes within the bank.

Prior to joining CIMB Bank PLC, Torang accumulated extensive experience as a Treasury & Market Risk Manager, specialising in treasury operations and relevant market risks. He also served in treasury funding operations and cash flow management at a major bank in Cambodia for six years.

Torang's educational background includes a BA degree in Accounting from the National Institution of Management in Cambodia, an MBA in Finance from Pannasastra University of Cambodia, and completed the Accelerated Universal Bankers Programme from Nanyang Technological University in Singapore. His diverse academic qualifications and professional experiences have equipped him with a comprehensive skillset to navigate the complexities of banking and finance.



HENG VUTHY
Head, Finance

► Cambodian

Heng Vuthy was one of the pioneers in the management team of CIMB Bank PLC, joining the Bank in 2010. His primary duties are to manage financial functions, plan, organise, direct and manage subordinate personnel involved in developing, implementing and maintaining policies and practices for the financial management, budgeting, taxation, accounting and regulatory reporting and business strategy of the Bank.

Vuthy also has oversight of the accounting system and reporting, financial controls, business planning and serves as liaison to the Group Head Office in Malaysia. Prior to joining CIMB Bank PLC, he had eight years of experience in financial management and was Deputy Head of the Finance Division in his last post with a major bank in Cambodia.

Vuthy holds a Master of Business Administration in Finance from Pannasastra University of Cambodia and an Association of Chartered Certified Accountants (ACCA) degree from CamEd Business School, Official ACCA Platinum Tuition Provider.



OUM CHENDA PHEAKDEY
Head, Corporate Resources

► Cambodian

As one of the pioneers in the management team of CIMB Bank PLC, Pheakdey stands behind the success of our people strategy including talent acquisition, performance & rewards, employee engagement, culture building, talent management and development. She ensures CIMB Bank PLC remains a top of mind employer in the market. In 2024, she led the Bank to be awarded the "Best Company to Work For In Asia" and the "Diversity, Equity and Inclusion", a proud achievement thus far.

Besides management of Human Resources department, Pheakdey oversees three other departments which include the departments of Administration and Property Management, Strategic Procurement, as well as Marketing and Communications.

Progressively, Pheakdey brought splendid achievements to the Bank through the building of top talents within competitiveness and the utilisation of our human resources to their utmost. Her main focuses are on talent attraction and retention for a driven and sustainable business with the short, mid and long-term strategy.

Pheakdey has good communication and engagement skills that allow her to collaborate smoothly with the leadership team to drive talent growth aspiration and be fully supported by regional development and/or attachment programmes.

Prior to joining CIMB Bank PLC, Pheakdey has been thriving as one of the most participated leaders in HR role for over 15 years within various industries. She holds a Bachelor's Degree of Business Administration from the National Institute of Management, Cambodia. In 2025, she obtained a certification of Chartered Banker which is recognised by AICB (Asian Institute of Chartered Bankers) and the Chartered Banker Institute, UK.



OUK THANIN

Head, Product Management and Sustainability

► Cambodian

Ouk Thanin joined CIMB Bank PLC in March 2017 to oversee the Product Management unit. Thanin's responsibilities include managing, coordinating and delivering projects, policies and guidelines related to new and existing product offerings to align with market needs. Throughout the years, he has been instrumental in managing the Product Management unit and successfully introduced new products, which have differentiated CIMB Bank PLC from an increasingly competitive market. He also serves as the lead coordinator for a number of bank-wide initiatives and projects, including Sustainability programme.

Prior to joining CIMB Bank PLC, he had 9 years of experience in the financial service industry covering diverse fields that include general insurance, credit management and institutional banking.

Thanin was a recipient of Singapore Government Scholarship and Fulbright Scholarship. He graduated with a BBA Honor from the National University of Singapore in 2006 and with an MBA from Vanderbilt University in the United States in 2012. He was selected in 2012 for membership in Beta Gamma Sigma, the international honor society for collegiate schools of business.



PECH SOMALY

Head, Consumer Banking

► Cambodian

Pech Somaly joined CIMB Bank PLC in May 2021 and was appointed as Head of Consumer Banking in May 2022.

In her role, Somaly is responsible for the overall management and financial performance as well as business strategy of CIMB Bank's Consumer Banking, which includes Customer Experience, Branch Network, Credit Management and Business portfolio such as Retail Deposit, Preferred Banking, Consumer Loan (Mortgage, Auto Loan, Personal Loan, other Consumer Banking Product) and Credit Card. She played a key role in establishing a digital team and launched the Mobile Banking.

With more than 20 years of experience both banking and payment sector, Somaly had held various roles including bank operations and mobile payment, with international exposure in Myanmar, Singapore and Australia.

Somaly obtained her Bachelor's Degree in Banking and Finance in Phnom Penh and continuously earned her MBA in Finance and Management from the Charles Sturt University.



HENG PHUONG RACHANA
Head, Operations

► Cambodian

Heng Phuong Rachana joined CIMB Bank PLC in 2012 and was appointed as Head of Operations Division in 2022.

In her role, Rachana is responsible for managing back office functions with particular reference to local/international remittances, trade finance, inward / outward cheque clearing, self-service terminal (SST) management, centralised cash management, internet banking, treasury operations, loan documents preparation, loan disbursement and other payment / settlement services. She also leads and develops the team to ensure their professional growth by maintaining quality and excellent service / support.

Rachana has over 20 years of working experience both banking services and back office functions. Prior to CIMB Bank PLC, she was the Head of Banking Services at one local bank in Cambodia.

She holds two Bachelor's degrees in (i) Accounting from National Institute of Management and (ii) English Communication from Norton University.



DEN DAVUTH
Head, Technology, Digital & Data

► Cambodian

Den Davuth leads the Bank's technology strategy, ensuring all systems are secure, stable, compliant, and aligned with business goals. He accelerates the adoption of modern digital and data capabilities while shaping the technology roadmap, strengthening architecture and infrastructure, driving agile delivery, and fostering innovation, operational efficiency, and data-driven decision-making across the Bank.

Davuth was among the pioneers in the management team of CIMB Bank PLC, joining the Bank in 2010, where he headed the Information Technology and Operations departments until mid-2017.

From 2017 to 2025, Davuth left and took key leadership roles in digital banking, helping launch a new digital bank and driving major technology and digital-transformation programmes for a local bank, MFI and a state-owned bank. During this period, he strengthened his expertise in architecture modernisation, data capabilities, and agile delivery-experience that shaped his return to CIMB Bank PLC in mid-2025 as Head of Technology, Digital & Data.

He holds a Bachelor of Computer Science and Engineering from the Royal University of Phnom Penh, a Bachelor of Arts in English from the Institute of Foreign Languages, and certificate of Management and Leadership from Nanyang Technological University, Singapore.



KHIEU LANIN
Head, Corporate Assurance

► Cambodian

As one of the pioneers in the management team of CIMB Bank PLC since 2010, Khieu Lanin's responsibilities include developing and overseeing audit plans, strategies, standards and policies as well as the overall management of the Corporate Assurance Division.

Lanin has over 23 years of working experience in the banking industry, especially in internal audit, which enables him to effectively execute his roles along with assisting the Audit Committee and management in establishing cost-effective controls, identifying and assessing risks, recommending measures to mitigate risks, assuring proper governance process, ensuring the establishment of quality programmes, and supervising audit work. This is to be aligned with change in technological landscape, direction from the Group, and strategic plan from Senior Management of the Bank.

Lanin holds a Bachelor's Degree in Finance and Banking from the National University of Management and a Master's Degree in Accounting and Finance from Build Bright University. He has completed the Regulatory Compliance Course and the Certified Cyber Risk Specialist programme from the Institute of Banking and Finance (IBF), as well as the Environmental, Social and Governance (ESG) Risk Assessment Fundamentals from Moody, the Certified Information System Auditor (CISA) certification from Packt, the Certification of Auditing Generative AI from ISACA and the Certification of Corporate Fraud from EDUCBA.



CHHUN PUTHKOMPHEAKVATTEY
Head, Compliance

► Cambodian

Chhun Puthkompheakvattey joined CIMB Bank PLC as Head of Compliance in August 2017. She is responsible for the overall management of the Compliance function of the Bank and reports to the Board of Directors of CIMB Bank PLC. As the Head of the Compliance Division, Vattey oversees and supervises compliance-related activities within the Bank, and is the primary liaison for the National Bank of Cambodia and other regulators.

Vattey started her career as an auditor in an international audit firm, and she subsequently took on a compliance-related role in the financial sector. Vattey possesses 15 years of working experience in the banking industry, specialising in compliance and operational risk management. Prior to joining CIMB Bank PLC, Vattey was Head of Operational Risk Management and Internal Control with a major bank in Cambodia.

Vattey holds a Bachelor's Degree in Finance and Banking from Pannasastra University of Cambodia. In addition, Vattey has completed certification course on Regulatory Compliance from the Institute of Banking and Finance (IBF) and the International Advanced Certificate in Anti Money Laundering and International Diploma in Anti-Money Laundering from the International Compliance Association (ICA), which is headquartered in the United Kingdom.



KIEN VATANA
Head, Risk Management

► Cambodian

Kien Vatana is Head, Risk Management of CIMB Bank PLC, holding responsibility for overall risk management and work closely with other business units and Group Risk to embed a strong risk culture and control within the Bank.

He was one of the pioneers in credit management team, joining the Bank in 2010 covering credit portfolio of all business units (Consumer Banking, Commercial Banking, Corporate & Transaction Banking, and Treasury & Markets). He has a profound knowledge and experience in the credit management. He has equipped himself with strong customer and industry knowledge through regional attachment with Credit Management in Malaysia and Singapore reviewing all the credit proposals from Cambodia, Thailand and Malaysia.

Kien Vatana has been appointed as the Chairman of Credit Committee and Asset Quality Committee based on his banking experience for over 20 years with holistic exposure to business, risk management and recovery. He provides direction and guidance from a lending point of view to maintain and attract creditworthy customers while maintaining quality books. He also oversees other risk matters, including but not limited to operational, market, liquidity and funding, outsourcing, fraud, and technology risk.

He holds two Bachelor's degrees in (i) Banking and Finance and (ii) Science Mathematics. He has also completed CIMB-Omega's Core Credit Assessment Skills Programme and Accelerated Universal Bankers Programme, Nanyang Technological University, Singapore.



LY SOPHEA
Head, Legal & Company Secretarial

► Cambodian

Ly Sophea has been the Head of Legal & Company Secretarial since CIMB Bank PLC started operations in November 2010. Sophea is responsible for managing functions of Legal and Company Secretarial. She is the Joint Company Secretary to the Board of Directors and the Audit Committee of CIMB Bank PLC. She also acts as the Secretary to Management Committee and Cambodia Business Review Committee, and sits as a permanent invitee of other committees of the Bank such as Risk Committee, Cambodia Credit Committee, and Cambodia Asset Quality Committee.

Prior to joining CIMB Bank PLC, Sophea was an Assistant to the Senior Vice President and Head of Legal and Corporate Affairs at one major bank in Cambodia. She simultaneously studied and worked for six years in legal and corporate secretarial role in Legal and Corporate Affairs Division at her previous workplace.

Sophea graduated in 2004 from Royal University of Law and Economics (RULES) with a Bachelor of Law and in that same year, earned a Bachelor of Accounting from the Faculty of Business Administration of Institution of the Technology and Management (currently known as University of Puthisastra). In 2007, she further obtained her Master's Degree in Private Law from RULES. Sophea was qualified for the certificate in AML/CFT from Asian Institute of Chartered Bankers (AICB), Malaysia, in 2017. She was also qualified as a CEDR Accredited Mediator from the Centre for Effective Dispute Resolution (CEDR) which is based in United Kingdom, in January 2022. In August 2022, Sophea attended the 1st Training and Examination and was successfully certified as the Approved Persons in the Trust Sector of 2022. Furthermore, she was also certified as qualified person for commercial arbitrator of the National Commercial Arbitration Centre (NCAC) in February 2023.

06



AUDITED FINANCIAL STATEMENTS

76	Directors' Report
78	Independent Auditor's Report
80	Statement of Financial Position
81	Statement of Comprehensive Income
82	Statement of Changes in Equity
83	Statement of Cash Flows
84	Notes to the Financial Statements

REPORT OF THE BOARD OF DIRECTORS

The Board of Directors (the Directors) hereby submits this report together with the audited financial statements of CIMB Bank PLC. (the Bank) as at 31 December 2025 and for the year then ended.

► THE BANK

The Bank was incorporated on 20 September 2010 and is a wholly-owned subsidiary of CIMB Bank Berhad, a licensed bank incorporated in Malaysia. CIMB Group Holdings Berhad (CIMBGH), a publicly listed bank incorporated in Malaysia, is the ultimate holding bank.

The registered address of the Bank is located at No. 60, Preah Monivong Blvd., Phum 10, Sangkat Wat Phnum, Khan Daun Penh, Phnom Penh, Kingdom of Cambodia.

► PRINCIPAL ACTIVITIES

The Bank is principally engaged in all aspects of banking business and the provision of related financial services in Cambodia.

There have been no significant changes in the nature of these activities during the financial year.

► RESULTS OF OPERATIONS AND DIVIDENDS

The results of the Bank's operations for the year ended 31 December 2025 and the state of its affairs as at that date are set out in the financial statements.

The Board of Directors does not recommend any dividends for the year ended 31 December 2025.

NAME	POSITION	DATE OF APPOINTMENT
Mr. Raymond Yeoh Cheng Seong	Independent Non-Executive Director / Chairman	6 February 2026
Mr. Long Beang	Independent Non-Executive Director	9 March 2022
Ms. Aisyah Lam Binti Abdullah	Independent Non-Executive Director	5 July 2018
Mr. Mohd Haniz Bin Mohd Nazlan	Non-Independent Non-Executive Director	6 February 2025
Mr. Ankur Sehgal	Non-Independent Non-Executive Director	6 February 2025 (Resigned on 16 January 2026)
Mr. Bun Yin	Non-Independent Non-Executive Director	29 January 2015 (Redesignated to Non-Independent Non-Executive Director on 6 October 2025)

► AUDITOR

The financial statements as at 31 December 2025 and for the year then ended have been audited by Grant Thornton (Cambodia) Limited.

► DIRECTORS' BENEFITS

During the financial year, no director of the Bank has received or become entitled to receive any benefit by reason of a contract made by the Bank or a related corporation with a firm of which the director is a member, or with a company in which the director has substantial financial interest other than as disclosed in the financial statements.

► ASSETS

Before the financial statements of the Bank were drawn up, the Directors took reasonable steps to ensure that any assets which were unlikely to be realised in the ordinary course of business at their value as shown in the accounting records of the Bank have been written down to an amount that might be expected to be realised.

At the date of this report and to the best of their knowledge, the Directors are not aware of any circumstances which would render the values attributed to the assets in the financial statements of the Bank misleading in any material respect.

► CONTINGENT AND OTHER LIABILITIES

At the date of this report, there is:

- no charge on the assets of the Bank which has arisen since the end of the financial year which secures the liabilities of any other person; and,
- no contingent liability in respect of the Bank that has arisen since the end of the financial year other than in the ordinary course of banking business.

No contingent or other liability of the Bank has become enforceable, or is likely to become enforceable within a period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may have a material effect on the ability of the Bank to meet its obligations as and when they become due.

► CHANGE OF CIRCUMSTANCES

At the date of this report, the Directors are not aware of any circumstances, not otherwise dealt with in this report or the financial statements of the Bank, which would render any amount stated in the financial statements misleading in any material respect.

► ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Bank for the financial year were not, in the opinion of the Directors, materially affected by any items, transactions or events of a material and unusual nature. There has not arisen in the interval between the end of the financial year and the date of this report any items, transactions or events of a material and unusual nature likely, in the opinion of the Directors, to substantially affect the results of the operations of the Bank for the current financial year in which this report is made.

► RESPONSIBILITIES OF THE BOARD OF DIRECTORS AND THE MANAGEMENT IN RESPECT OF THE FINANCIAL STATEMENTS

The Management is responsible for the preparation of financial statements that present fairly, in all material respects, the financial position of the Bank as at 31 December 2025 and of its financial performance and its cash flows for the year then ended in accordance with CIFRS Accounting Standards as adopted by Accounting and Auditing Regulator of Cambodia, based on IFRS Accounting Standards as issued by International Accounting Standards Board.

In preparing these financial statements, the Management is required to:

- i) adopt appropriate accounting policies which are supported by reasonable and prudent judgements and estimates and then apply them consistently;
- ii) comply with the disclosure requirements of CIFRS Accounting Standards or, if there have been any departures in the interest of fair presentation, these have been appropriately disclosed, explained and quantified in the financial statements;
- iii) maintain adequate accounting records and an effective system of internal controls;
- iv) prepare the financial statements on the going concern basis unless it is inappropriate to assume that the Bank will continue operations in the foreseeable future; and,
- v) effectively control and direct the Bank in all material decisions affecting its operations and performance and ascertain that such have been properly reflected in the financial statements.

The Board of Directors is also responsible for safeguarding the assets of the Bank and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Directors confirm that the Bank has complied with the above requirements in preparing and reviewing the financial statements.

► APPROVAL OF THE FINANCIAL STATEMENTS

The accompanying financial statements, together with the notes thereto, which present fairly, in all material respects, the financial position of the Bank as at 31 December 2025 and of its financial performance and its cash flows for the year then ended in accordance with the CIFRS Accounting Standards, were approved by the Board of Directors.

Signed in accordance with a resolution of the Board of Directors.

Mr. Bun Yin

Non-Independent Non-Executive Director

Phnom Penh, Kingdom of Cambodia
26 March 2026

INDEPENDENT AUDITOR'S REPORT

To the shareholder of CIMB Bank PLC.

► OPINION

We have audited the financial statements of CIMB Bank PLC. (the Bank), which comprise the statement of financial position as at 31 December 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the financial statements, including material accounting policies and other explanatory information.

In our opinion, the Bank's financial statements present fairly, in all material respects, the financial position of the Bank as at 31 December 2025, and of its financial performance and its cash flows for the year then ended, in accordance with CIFRS Accounting Standards as adopted by Accounting and Auditing Regulator of Cambodia, based on IFRS Accounting Standards as issued by International Accounting Standards Board (CIFRS Accounting Standards).

► BASIS FOR OPINION

We conducted our audit in accordance with Cambodian International Standards on Auditing (CISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Bank in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of financial statements in the Kingdom of Cambodia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

► OTHER INFORMATION

The Board of Directors is responsible for the other information. The other information comprises the Report of the Board of Directors, but does not include the financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report, and the annual report, which is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Board of Directors and those charged with governance, and respond to that matter in accordance with the requirements of CISA 720 (revised).

► RESPONSIBILITIES OF MANAGEMENT AND THE BOARD OF DIRECTORS FOR THE FINANCIAL STATEMENTS

Management of the Bank is responsible for the preparation and fair presentation of the financial statements in accordance with CIFRS Accounting Standards, and for such internal control as the Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are responsible for overseeing the Bank's financial reporting process.

► AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with CISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with CISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Grant Thornton



GRANT THORNTON (CAMBODIA) LIMITED

Certified Public Accountants
Registered Auditors



Ronald C. Almera

Partner – Audit and assurance

Phnom Penh, Kingdom of Cambodia
26 March 2026

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	31 December 2025		31 December 2024	
		USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Assets					
Cash on hand	4	31,679,779	127,130,953	39,493,421	158,961,020
Deposits and placements with the Central Bank	5	98,343,319	394,651,739	105,031,494	422,751,763
Deposits and placements with other banks	6	357,515,338	1,434,709,051	345,783,223	1,391,777,473
Loans and advances at amortised cost	7	1,029,562,963	4,131,636,171	941,334,961	3,788,873,218
Statutory deposits with the Central Bank	8	101,975,162	409,226,325	90,935,491	366,015,351
Right-of-use assets	9	3,146,823	12,628,201	4,317,281	17,377,056
Property and equipment	10	3,704,621	14,866,644	4,252,330	17,115,628
Intangible assets	11	1,357,046	5,445,826	1,146,543	4,614,836
Deferred tax assets	12	634,878	2,547,766	2,075,975	8,355,799
Other assets	13	9,762,217	39,175,776	6,960,122	28,014,491
Total assets		1,637,682,146	6,572,018,452	1,541,330,841	6,203,856,635
Liabilities and equity					
Liabilities					
Deposits from banks	14	129,085,069	518,018,382	115,651,083	465,495,609
Deposits from customers	15	1,206,415,772	4,841,346,493	1,144,402,729	4,606,220,984
Borrowings	16	145,899	585,493	517,580	2,083,260
Subordinated debts	17	32,452,540	130,232,043	32,318,674	130,082,663
Lease liabilities	9	3,606,803	14,474,100	4,906,104	19,747,069
Current income tax liabilities	30	2,935,499	11,780,157	4,093,680	16,477,062
Employee benefits	18	5,479,894	21,990,815	5,049,451	20,324,040
Other liabilities	19	17,554,863	70,447,665	13,543,078	54,510,889
Total liabilities		1,397,676,339	5,608,875,148	1,320,482,379	5,314,941,576
Equity					
Share capital	20	75,000,000	300,975,000	75,000,000	301,875,000
Share-based payment reserves	21	974,551	3,910,873	1,037,538	4,176,090
Retained earnings		70,839,162	286,913,916	60,844,684	246,826,062
Capital reserves	22	65,000,000	260,845,000	65,000,000	261,625,000
Regulatory reserves	23	28,192,094	113,134,873	18,966,240	76,339,116
Cumulative translation differences		-	(2,636,358)	-	(1,926,209)
Total equity		240,005,807	963,143,304	220,848,462	888,915,059
Total equity and liabilities		1,637,682,146	6,572,018,452	1,541,330,841	6,203,856,635

The accompanying notes are an integral part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	For the year ended 31 December 2025		For the year ended 31 December 2024	
		USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Interest income	24	89,898,497	360,582,871	89,602,332	364,771,094
Interest expense	24	(41,838,393)	(167,813,794)	(46,652,387)	(189,921,867)
Net interest income	24	48,060,104	192,769,077	42,949,945	174,849,227
Fees and commission income	25	8,674,867	34,794,892	7,596,913	30,927,033
Fees and commission expense	25	(2,323,832)	(9,320,890)	(2,500,201)	(10,178,318)
Net fees and commission income	25	6,351,035	25,474,002	5,096,712	20,748,715
Other operating income		2,275,978	9,128,948	2,233,353	9,091,980
Other income - net		105,228	422,070	285,997	1,164,294
Total operating income		56,792,345	227,794,097	50,566,007	205,854,216
Credit impairment losses	26	(7,218,481)	(28,953,327)	(4,089,043)	(16,646,494)
Income after impairment losses		49,573,864	198,840,770	46,476,964	189,207,722
Personnel expenses	27	(15,289,309)	(61,325,418)	(14,366,202)	(58,484,808)
Depreciation and amortisation charges	28	(3,376,714)	(13,544,000)	(4,636,253)	(18,874,186)
Other operating expenses	29	(6,281,815)	(25,196,359)	(5,134,317)	(20,901,804)
Total expenses		(24,947,838)	(100,065,777)	(24,136,772)	(98,260,798)
Profit before income tax		24,626,026	98,774,993	22,340,192	90,946,924
Income tax expense	30b	(5,405,694)	(21,682,239)	(4,724,167)	(19,232,084)
Profit for the year		19,220,332	77,092,754	17,616,025	71,714,840
Other comprehensive loss:					
Items that will not be reclassified to profit or loss -					
Currency translation differences		-	(710,149)	-	(3,742,445)
Total comprehensive income		19,220,332	76,382,605	17,616,025	67,972,395
Profit attributable to:					
Owners of the Bank		19,220,332	77,092,754	17,616,025	71,714,840
Total comprehensive income attributable to:					
Owners of the Bank		19,220,332	76,382,605	17,616,025	67,972,395

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2025

	Share capital		Share-based payment reserves		Retained earnings		Capital reserves		Regulatory reserves		Cumulative translation differences		Total	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Balance as at														
1 January 2025	75,000,000	301,875,000	1,037,538	4,176,090	60,844,684	246,826,062	65,000,000	261,625,000	18,966,240	76,339,116	-	(1,926,209)	220,848,462	888,915,059
Profit for the year	-	-	-	-	19,220,332	77,092,754	-	-	-	-	-	-	19,220,332	77,092,754
Share-based payments:														
Value of employee services	-	-	(62,987)	(252,641)	-	-	-	-	-	-	-	-	(62,987)	(252,641)
Transfer to regulatory reserves (Note 23)	-	-	-	-	(9,225,854)	(37,004,900)	-	-	9,225,854	37,004,900	-	-	-	-
Currency translation differences	-	(900,000)	-	(12,576)	-	-	-	(780,000)	-	(209,143)	-	(710,149)	-	(2,611,868)
Balance at														
31 December 2025	75,000,000	300,975,000	974,551	3,910,873	70,839,162	286,913,916	65,000,000	260,845,000	28,192,094	113,134,873	-	(2,636,358)	240,005,807	963,143,304
Balance as at														
1 January 2024	75,000,000	306,375,000	919,251	3,755,140	67,399,031	273,508,806	42,000,000	171,570,000	17,795,868	72,696,121	-	1,816,236	203,114,150	829,721,303
Profit for the year	-	-	-	-	17,616,025	71,714,840	-	-	-	-	-	-	17,616,025	71,714,840
Share-based payments:														
Value of employee services	-	-	118,287	481,546	-	-	-	-	-	-	-	-	118,287	481,546
Transfer to capital reserves (Note 22)	-	-	-	-	(23,000,000)	(93,633,000)	23,000,000	93,633,000	-	-	-	-	-	-
Transfer to regulatory reserves (Note 23)	-	-	-	-	(1,170,372)	(4,764,584)	-	-	1,170,372	4,764,584	-	-	-	-
Currency translation differences	-	(4,500,000)	-	(60,596)	-	-	-	(3,578,000)	-	(1,121,589)	-	(3,742,445)	-	(13,002,630)
Balance at														
31 December 2024	75,000,000	301,875,000	1,037,538	4,176,090	60,844,684	246,826,062	65,000,000	261,625,000	18,966,240	76,339,116	-	(1,926,209)	220,848,462	888,915,059

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	For the year ended 31 December 2025		For the year ended 31 December 2024	
		USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Cash flows from operating activities					
Cash (used in)/generated from operations	32a	(44,455,219)	(178,309,881)	57,154,909	232,677,637
Interest received		88,665,541	355,637,485	87,560,105	356,457,187
Interest paid		(39,346,205)	(157,817,628)	(18,439,655)	(75,067,836)
Income tax paid	30a	(5,122,778)	(20,547,463)	(4,203,745)	(17,113,446)
Staff pension fund paid	18	(718,692)	(2,882,674)	(135,207)	(550,428)
Seniority paid		-	-	(29,904)	(121,739)
Net cash (used in)/from operating activities		(977,353)	(3,920,161)	121,906,503	496,281,375
Cash flows from investing activities					
Placement with other banks		(15,372,204)	(61,657,910)	-	-
Purchases of property and equipment		(1,052,997)	(4,223,571)	(795,512)	(3,238,529)
Purchases of intangible assets		(572,563)	(2,296,550)	(465,857)	(1,896,504)
Net cash used in investing activities		(16,997,764)	(68,178,031)	(1,261,369)	(5,135,033)
Cash flows from financing activities					
Repayment of borrowings	16	(371,681)	(1,490,812)	(634,435)	(2,582,785)
Repayments of subordinate debts	17	(25,000,000)	(100,275,000)	(15,000,000)	(61,065,000)
Proceeds from subordinate debts	17	25,000,000	100,275,000	-	-
Payments of lease liabilities	9a	(1,743,082)	(6,991,502)	(1,769,978)	(7,205,580)
Net cash used in financing activities		(2,114,763)	(8,482,314)	(17,404,413)	(70,853,365)
Net change in cash and cash equivalents					
Cash and cash equivalents at beginning of the year		485,998,856	1,956,145,393	382,758,135	1,563,566,980
Currency translation differences		-	(5,872,167)	-	(27,714,565)
Cash and cash equivalents at end of the year	31	465,908,976	1,869,692,720	485,998,856	1,956,145,392

The accompanying notes are an integral part of these financial statements.

Additional cash flow information is disclosed in Note 32 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2025
AND FOR THE YEAR THEN ENDED

► 1. BACKGROUND INFORMATION

CIMB Bank PLC. (the Bank) was incorporated in Cambodia on 20 September 2010 under the Registration No. 00010524, granted by the Ministry of Commerce and commenced its operations on 19 November 2010. The Bank is a wholly-owned subsidiary of CIMB Bank Berhad, a licensed bank incorporated in Malaysia. CIMB Group Holdings Berhad (CIMBGH), a publicly listed bank incorporated in Malaysia, is the ultimate holding bank.

The Bank is principally engaged in all aspects of banking business and the provision of related financial services in Cambodia. The Bank holds a banking license that was issued by the National Bank of Cambodia (the NBC or the Central Bank) on 11 November 2010.

The registered office of the Bank is located at No. 60, Preah Monivong Blvd., Phum 10, Sangkat Wat Phnum, Khan Daun Penh, Phnom Penh, the Kingdom of Cambodia.

► 2. MATERIAL ACCOUNTING POLICIES INFORMATION

This note provides a list of material accounting policies information adopted in the preparation of the financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The financial statements are prepared in accordance with CIFRS Accounting Standards as adopted by the Accounting and Auditing Regulator of Cambodia (ACAR), based on IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

The financial statements have been prepared under the historical cost convention.

The Bank discloses the amount for each asset and liability that is expected to be recovered or settled no more than 12 months after the reporting period as current, and more than 12 months after the reporting period as non-current.

The preparation of financial statements in conformity with CIFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires Management to exercise its judgment in the process of applying the accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

An English version of the financial statements have been prepared from the financial statements that are in the Khmer language. In the event of a conflict or a difference in interpretation between the two languages, the Khmer language financial statements shall prevail.

2.2 New standards and interpretation

i) New and amended standards adopted by the Bank

The Bank adopted all accounting standards and interpretations as at 1 January 2025 and has assessed that the adoption of the new and revised accounting standard, Lack of Exchangeability (Amendments to CIAS 21), has no material impact on the Bank's financial statements.

ii) New standards and interpretations not yet adopted by the Bank

At the date of authorisation of these financial statements, several new, but not yet effective, Standards and amendments to existing Standards, and Interpretations have been published by the IASB or International Financial Reporting Interpretations Committee.

The following are the other new standards, amendments, and interpretations not adopted in the current year, and these are not expected to have a material impact on the Bank's financial statements upon initial application.

- Amendments to the Classification and Measurement of Financial Instruments (Amendments to CIFRS 9 and CIFRS 7)
- Contracts Referencing Nature-dependent Electricity (Amendments to CIFRS 9 and CIFRS 7)
- Annual Improvements to IFRS Accounting Standards - Volume 11
- Translation to a Hyperinflationary Presentation Currency (Amendments to CIAS 21)
- CIFRS 19 and its Amendments 'Subsidiaries without Public Accountability: Disclosures
- Revised CIFRS Practice Statement Management Commentary
- Disclosures about Uncertainties in the Financial Statements – Illustrative Examples (CIAS 36, CIFRS 18, CIAS 1, CIAS 37, CIAS 8, CIFRS 7)

CIFRS 18, Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued CIFRS 18, which will replace CIAS 1, Presentation of Financial Statements. Although CIFRS 18 includes many of the requirements of CIAS 1, it introduces new requirements to better structure financial statements and to provide more detailed and useful information to investors, including:

- two new subtotals defined in the statement of profit or loss, namely (1) operating profit and (2) profit or loss before financing and income taxes;
- the classification of all income and expenses within the statement of profit or loss in one of five categories;
- a new requirement to disclose performance measures defined by Management; and,
- an improvement in the principles related to the aggregation and disaggregation of information in the financial statements and accompanying notes.

Some of the disclosure requirements previously contained in CIAS 1 have been transferred to CIAS 8 without any material changes. This applies in particular to disclosures on accounting policies and sources of estimation uncertainty. As a result of these changes, CIAS 8, previously titled "Accounting Policies, Changes in Accounting Estimates and Errors," will be renamed 'Basis of Preparation of Financial Statements'. The publication of CIFRS 18 also results in consequential amendments to other CIFRS Accounting Standards, including CIAS 7, Statement of Cash Flows.

CIFRS 18 is effective for annual periods beginning on or after 1 January 2027, with earlier application permitted. CIFRS 18 will be applied retrospectively with specific transitional provisions.

The Bank is currently working to identify all of the impacts that CIFRS 18 will have on the primary financial statements and notes to the financial statements.

2.3 Foreign currency translation

i) Functional and presentation currency

Items included in the financial statements of the Bank are measured using the currency of the primary economic environment in which the Bank operates (the functional currency). The functional currency is the United States dollar (USD) because of the significant influence of the USD on its operations. The financial statements are presented in USD which is the Bank's functional and presentation currency.

ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in currencies other than USD are recognised in profit or loss.

iii) Presentation in Khmer Riel

In compliance with the Law on Accounting and Auditing, the financial statements shall be expressed in Khmer Riel (KHR). The statement of comprehensive income and the statement of cash flows are translated into KHR using the average exchange rates for the year. Assets and liabilities and shareholders' capital and reserves presented in the statement of financial position are translated at the closing rates as at the reporting date. Resulting exchange differences arising from the translation of shareholders' capital and reserves are recognised directly in equity, while all other resulting exchange differences are recognised in the other comprehensive income.

The Bank has used the official rates of exchange published by the ACAR. As at the reporting date, the yearly average rate was USD1 to KHR4,011 (2024: USD1 to KHR4,071) and the closing rate was USD1 to KHR4,013 (2024: USD1 to KHR4,025).

iv) Rounding of amounts

All KHR amounts disclosed in the financial statements and notes have been rounded off to the nearest thousand currency units unless otherwise stated.

2.4 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents comprise cash on hand, unrestricted deposits and placements with the Central Bank and other banks, and other short-term, highly liquid investments with original maturities of three months or less, over which the Bank has full ability to withdraw for general purposes whenever needed, and which are subject to an insignificant risk of changes in value.

Deposits and placements with the Central Bank and other banks are carried at amortised cost in the statement of financial position. Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

2.5 Financial assets

i) Classification

On initial recognition, a financial asset is classified as measured at: amortised cost, fair value through other comprehensive income (FVOCI), or fair value through profit or loss (FVTPL).

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and,
- the contractual terms of the financial asset give rise on specified dates to cash flows that are 'solely payment for principal and interest' (SPPI).

A debt instrument is measured at FVOCI only if it meets both of the following conditions and is not designated as FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and,
- the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI.

On initial recognition of an equity investment that is not held for trading, the Bank may irrevocably elect to present subsequent changes in FVOCI. This election is made on an investment-by-investment basis.

All other financial assets are classified as measured at FVTPL.

In addition, on initial recognition, the Bank may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

ii) Business model assessment

The Bank makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to Management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether Management's strategy focuses on earning contractual interest revenue, maintaining a particular interest rate profile matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Bank's Management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and its strategy for how those risks are managed;
- how managers of the business are compensated (e.g., whether compensation is based on the fair value of the assets managed or the contractual cash flows collected); and,
- the frequency, volume and timing of sales in prior periods, the reasons for such sales and the expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Bank's stated objective for managing the financial assets is achieved and how cash flows are realised.

Financial assets that are held for trading or managed and whose performance is evaluated on a fair value basis are measured at FVTPL because they are neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets.

iii) Assessment of whether contractual cash flows are SPPI

For purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g., liquidity risk and administrative costs), as well as profit margin.

In assessing whether the contractual cash flows are SPPI, the Bank considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition.

In making the assessment, the Bank considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- prepayment and extension terms;
- terms that limit the Bank's claim to cash flows from specified assets (e.g., non-recourse loans); and,
- features that modify consideration of the time value of money (e.g., periodical reset of interest rates).

iv) Recognition and derecognition

Financial assets are recognised when the Bank becomes a party to the contractual provision of the instruments. Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Bank commits to purchase or sell the assets.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Bank has transferred substantially all the risks and rewards of ownership. A gain or loss on derecognition of a financial asset measured at amortised cost is recognised in profit or loss when the financial asset is derecognised.

v) Measurement

At initial recognition, the Bank measures a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs that are directly attributable to the acquisition of the financial asset. Immediately after initial recognition, an expected credit loss (ECL) allowance is recognised for financial assets measured at amortised cost, which results in an accounting loss being recognised in profit or loss when an asset is newly originated.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are SPPI.

Debt instruments

Subsequent measurement of debt instruments depends on the Bank's business model for managing the assets and the cash flow characteristics of the assets. The Bank classifies its debt instruments as financial assets measured at amortised cost.

Assets that are held for collection of contractual cash flows where those cash flows are SPPI are measured at amortised cost. The carrying amount of these assets is adjusted by any ECL allowance recognised. Interest income from these financial assets is included in finance income using the effective interest rate method.

For staff housing loans at an interest rate below the market rate, such loans are initially recognised at the present value of the future cash payments discounted at a market rate of interest for a similar loan.

Differences between the amount of cash paid and the present value of the future cash receipts are recognised as advanced employee benefits under other assets.

vi) Reclassification of financial assets

The Bank reclassifies financial assets when and only when their business model for managing those assets changes.

vii) Impairment of financial assets

The Bank assesses on a forward-looking basis the ECL associated with its debt instrument assets carried at amortised cost and with the exposure arising from credit commitments (including undrawn overdrafts and revolving facilities) and financial guarantee contracts. The Bank recognises a loss allowance for such losses at each reporting date. The measurement of ECL reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of money; and,
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions, and forecasts of future economic conditions.

The Bank applies a three-stage approach to measuring ECL for the following categories:

- Debt instruments measured at amortised cost; and,
- Credit commitments (including undrawn overdrafts and revolving facilities) and financial guarantee contracts.

The three-stage approach is based on the change in credit risk since initial recognition:

- Stage 1: 12-months ECL**
Stage 1 includes financial assets which have not had a significant increase in credit risk (SICR) since initial recognition or which have low credit risk at reporting date. 12-month ECL is recognised and interest income is calculated on the gross carrying amount of the financial assets.
- Stage 2: Lifetime ECL – not credit impaired**
Stage 2 includes financial assets which have had a SICR since initial recognition (unless they have low credit risk at the reporting date) but do not have objective evidence of impairment. Lifetime ECL is recognised and interest income is calculated on the gross carrying amount of the financial assets.
- Stage 3: Lifetime ECL – credit impaired**
Stage 3 includes financial assets that have objective evidence of impairment at the reporting date. Lifetime ECL is recognised and interest income is calculated on the net carrying amount of the financial assets.

Purchased or originated credit-impaired (POCI) financial assets are those financial assets that are credit-impaired on initial recognition. Their ECL allowance is always measured on a lifetime basis (Stage 3).

Post-model (overlays) adjustment

The Bank applies post-model adjustments (management overlays) when model-generated ECL estimates do not fully capture emerging risks or uncertainties. Overlays are expert-judgement adjustments made to ensure that ECL estimates remain forward-looking, unbiased, and reflective of reasonable and supportable information, consistent with the CIFRS 9.

2.6 Financial liabilities

Financial liabilities are recognised when the Bank becomes a party to the contractual provision of the instruments. Financial liabilities that are not carried at FVTPL are initially recognised at fair value less transaction costs and subsequently measured at amortised cost. Financial liabilities are derecognised when they have been redeemed or otherwise extinguished.

2.7 Credit commitments and financial guarantee contracts

Credit commitments (including undrawn overdrafts and revolving facilities) provided by the Bank are measured at the amount of the loss allowance. The Bank has not provided any commitment to provide loans at a below-market interest rate, or that can be settled net in cash or by delivering or issuing another financial instrument.

For credit commitments (including undrawn overdraft and revolving facilities), ECL is recognised as provisions (presented within other liabilities). However, for contracts that include both a loan and an undrawn commitment and that the Bank cannot separately identify ECL on the undrawn commitment component from those on the loan component, the ECL on the undrawn commitment is recognised together with the loss allowance for the loan. To the extent that the combined ECL exceeds the gross carrying amount of the loan, ECL is recognised as a provision.

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other bodies on behalf of customers to secure loans, overdrafts, and other banking facilities.

Financial guarantees are initially recognised in the financial statements at fair value on the date the guarantee was given. The guarantees are agreed on arm's length terms and the value of the premium agreed corresponds to the value of the guarantee obligation. No receivable for the future premiums is recognised. Financial guarantee contracts are subsequently measured at the higher of the amount determined in accordance with the ECL model under CIFRS 9 and the amount initially recognised less cumulative amount of income recognised in accordance with the principles of CIFRS 15, where appropriate.

These estimates are determined based on experience with similar transactions and history of past losses, supplemented by the judgment of Management. The fee income earned is recognised on a straight-line basis over the life of the guarantee.

Any increase in the liability relating to guarantees is reported in profit or loss within operating expenses.

2.8 Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.9 Property and equipment

Property and equipment are stated at cost less accumulated depreciation and any impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits associated with the item will flow to the Bank and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss in the financial year in which they are incurred.

Work-in-progress is not depreciated. Depreciation of property and equipment is charged to profit or loss on a straight-line basis over the estimated useful lives of the individual assets at the following annual rates:

	Depreciation rate
Leasehold improvements	20% or shorter of lease terms
Office equipment	20%
Computer equipment	20%
Motor vehicles	20%

Depreciation on work-in-progress commences when the assets are ready for their intended use. The assets' useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount, and are recognised in profit or loss.

Fully depreciated property and equipment are retained in the statement of financial position until they are disposed of or written-off.

2.10 Intangible assets

Intangible assets, which comprise acquired computer software licences and related costs, are stated at cost less accumulated amortisation and any impairment losses. Acquired computer software licences are capitalised based on the cost incurred to acquire the specific software and bring it into use. These costs are amortised over three years using the straight-line method, except for costs related to the core banking system, which include the software license and other directly attributable costs. These costs are amortised over their respective useful lives, ranging from three to ten years, resulting in amortisation rates from 10% to 33.33% per year.

Work-in-progress is not amortised. Costs associated with maintaining intangible assets are recognised as an expense when incurred.

2.11 Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and its value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

Any impairment loss is charged to profit or loss in the period in which it arises. Reversal of impairment losses is recognised in profit or loss to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised.

2.12 Leases

The Bank as a lessee

At the inception of the contract, the Bank assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Contracts may contain both lease and non-lease components. The Bank allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use.

Assets and liabilities arising from a lease are initially measured on a present value basis at the commencement date, with appropriate adjustments for initial direct costs and other required lease-related items.

i) Lease liabilities

Lease liabilities include the net present value of the lease payments, which comprise fixed payments (including in-substance fixed payments), less any lease incentives receivable.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Bank's leases, the lessee's incremental borrowing rate is used, which is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security, and conditions.

To determine the incremental borrowing rate, the Bank, where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received.

Lease payments are allocated between principal and interest expense. The interest expense was charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the lease liability for each period.

ii) Right-of-use assets

Right-of-use assets are measured at cost comprising the following:

- the amount the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct cost, and,
- restoration cost, if any.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Bank is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Subsequently the right-of-use asset is measured at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of the lease liability.

iii) Recognition exemptions

Payments associated with all short-term leases are charged to profit or loss on a straight-line basis over the period of the lease. Short-term leases comprise space rental for ATMs.

2.13 Provision

Provisions are recognised when the Bank has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be reliably estimated.

When there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.14 Borrowings

Borrowings are initially measured at fair value minus incremental direct transaction costs, and subsequently measured at amortised cost using effective interest method.

2.15 Subordinated debts

Subordinated debts are initially measured at fair value minus incremental direct transaction costs, and subsequently measured at amortised cost using effective interest method.

2.16 Employee benefits

i) Short-term employee benefits

Short-term employee benefits are accrued in the year in which the associated services are rendered by the employees of the Bank.

ii) Pension fund scheme

The Bank pays monthly contributions for the compulsory pension scheme to National Social Security Fund, a publicly administered social security scheme for pension in Cambodia. The Bank has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expenses when they are due.

iii) Other employment benefits - seniority payments

In June 2018, the Cambodian government amended the Labour Law introducing the seniority pay scheme. Subsequently on 21 September 2018, Prakas No. 443 K.B/Br.K.Kh.L, was issued providing guidelines on the implementation of the law. In accordance with the law/Prakas, each entity is required to pay each employee with unspecified duration employment contract the following seniority scheme:

- Annual service - effective January 2019, 15 days of their average monthly salary and benefits each year payable every six months on 30 June and 31 December (7.5 days each payment).
- Past years of seniority service - employees are entitled to 15 days of their salary per year of service since the commencement of employment up to 31 December 2018 and still continue working with the entity. The past seniority payment depends on each staff's past services and shall not exceed six months of average gross salaries. On 22 March 2019, the Ministry of Labour and Vocational Training issued guideline number 042/19 K.B/S.N.N.Kh.L, to delay the payment of the past years of seniority service which will be payable three days each in June and in December starting December 2021.

The annual service pay is considered as short-term employee benefits. These are accrued in the year in which the associated services are rendered by the employees of the Bank.

The past years of seniority service is classified as long-term employee benefits, other than those payable within the next 12 months. Past seniority liability is recognised at the present value of defined obligations at the reporting period using the projected unit credit method to better estimate the ultimate cost to the Bank that employees have earned in return for their service in the current and prior period. That obligation arises as employees render the services that the Bank expected to pay in the future reporting periods. The present value of the past seniority payment is determined by discounting the estimated future payments by references to the high-quality corporate bond of the currency that the liability is denominated.

iv) Other employment benefits – staff pension fund

The Bank established a staff pension fund for the benefit of all permanent employees. Both the employees and the employer contribute 5% each of the employee's monthly salary. Staff who have been working for three years or less will receive only their accumulated contributions upon resignation or retirement. Staff who have been working for more than three years will receive both theirs and the Bank's contribution upon resignation or retirement.

The fund is maintained in separate bank accounts for each individual staff but under the control of the Bank. The Bank provides interest on the fund for both contributions from the Bank and staff at a 12-month fixed deposit rate. The contribution expense (5% from the Bank) is recognised in profit or loss on a monthly basis.

v) Share-based compensation benefits

CIMBGH established a long-term incentive plan (LTIP) starting in June 2021, which comprises an employee share option scheme (ESOS) and a share grant plan (SGP).

The LTIP offered to the qualified employees of the Bank are equity-settled plans. The cost of equity-settled transactions is recognised, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled, ending on the date on which the award is vested to relevant employees. The fair value of the employee services received in exchange for the grant of the shares and/or options is recognised as an expense in profit or loss over the vesting period, based on the best available estimate of the number of shares and/or options expected to be vested at each of the vesting date.

The total amount to be expensed over the vesting period is determined by reference to the fair value at grant date of the share and/or options granted. Non-market performance and service conditions are included in assumptions for the number of shares and/or options that are expected to be vested. At the end of each period, the Bank revises its estimates of the number of shares and/or options that are expected to be vested based on the service vesting conditions. Any impact of the revision to original estimates is recognised in the statement of profit or loss corresponding to adjustment to equity. Where awards of share-based payment arrangements have graded vesting terms, each tranche is recognised as a separate award, and therefore the fair value of each tranche is recognised over the applicable vesting period.

The Bank estimates the fair value of options using a Black-Scholes model. This model requires inputs such as the strike price, the current stock price, the time to expiration, the risk-free rate, and the volatility of the option.

Where modification of an equity-settled share-based compensation plan occurs, the grant date fair value continues to be recognised, together with any incremental value arising on the date of modification if non-market conditions are met.

2.17 Regulatory reserves

Banks and financial institutions are required to compute regulatory provisions, according to Prakas No. B7-017-344 dated 1 December 2017, Circular No. B7-018-001 dated 16 February 2018 and Circular No. B7-021-2314 dated 28 December 2021 (implemented from 1 January 2022) on credit risk classification and provisions on impairment. If the accumulated regulatory provision is higher than the accumulated impairment based on CIFRS 9, the 'topping up' will be recorded as regulatory reserves presented under equity. The reserve is subsequently reversed (up to zero) should the accumulated regulatory provision equal or be lower than accumulated impairment based on CIFRS 9. The regulatory reserve is set aside as a buffer, is non-distributable, and is not allowed to be included in the regulatory capital calculation.

2.18 Interest income and expense

Interest income and expense from financial instruments at amortised cost are recognised within interest income and interest expense respectively in profit or loss using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts throughout the expected life of the financial instruments or, when appropriate, a shorter period to the gross carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Bank takes into account all contractual terms of the financial instrument and includes any fees or incremental costs that are directly attributable to the instrument and are an integral part of the effective interest rate, but not future credit losses.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for:

- POCI financial assets for which the original credit-adjusted effective interest rate is applied to the amortised cost of the financial assets.
- Financial assets that are not POCI but have subsequently become credit-impaired (or 'Stage 3'), for which interest revenue is calculated by applying the effective interest rate to their amortised cost (i.e. net of the ECL provision).

2.19 Fees and commission income

Fees and commissions are recognised as income when all conditions precedent is fulfilled (performance obligations are satisfied and control is transferred over time or point in time).

Commitment fees for loans, advances and, financing that are likely to be drawn down are deferred (together with related direct costs) and income which forms an integral part of the effective interest rate of a financial instrument is recognised as an adjustment to the effective interest rate on the financial instrument.

► 3. CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The Bank makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. To enhance the information content of the estimates, certain key variables that are anticipated to have material impact to the Bank's financial results and position are tested for sensitivity to changes in the underlying parameters. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are outlined below:

i) Expected credit loss allowance on financial assets at amortised cost

The ECL allowance for financial assets measured at amortised cost requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses).

A number of significant judgments are also required in applying the accounting requirements for measuring ECL, such as:

- grouping financial assets sharing similar credit risk characteristics for the purposes of measuring ECL
- choosing appropriate models and assumptions to measure ECL
- determining criteria for identifying loans to customers that have experienced SICR
- applying assumptions and analysis on expected future cash flows and forward-looking information
- applying management overlay to capture recent development which the existing ECL model was not build for
- applying a non-mechanistic approach to ECL by considering additional qualitative criteria for SICR on restructured loans which the existing ECL model was not built for.

ii) Other long-term employee benefits - seniority payments

The present value of the seniority payment obligations depends on a number of factors that are determined based on a number of assumptions. The assumptions used in determining the ultimate cost of seniority payments include the staff turnover and the discount rate. Any changes in these assumptions will impact the carrying amount of the seniority payment obligations.

iii) Lease terms

In determining the lease term, Management considers all facts and circumstances that create an economic incentive to exercise an extension option, or to not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

iv) Estimating useful lives of assets

The useful lives of the Bank's assets with definite life are estimated based on the period over which the assets are expected to be available for use. The estimated useful lives of Bank's assets are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the Bank's assets. In addition, the estimation of the useful lives is based on the Bank's collective assessment of industry practice, internal technical evaluation and experience with similar assets. It is possible, however, that future results of operations could be materially affected by changes in estimates brought about by changes in the factors mentioned above. The amounts and timing of recorded expenses for any period would be affected by changes in these factors and circumstances. A reduction in the estimated useful lives of these assets would increase the recognised operating expenses and decrease non-current assets.

v) Business model assessment

Classification and measurement of financial assets depends on the results of the SPPI and the business model test. The Bank determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgment reflecting all relevant evidence, including how the performance of the assets is evaluated and measured, the risks that affect the performance of the assets and how these are managed, and how the managers of the assets are compensated.

The Bank monitors financial assets measured at amortised cost or FVOCI that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Bank's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets.

vi) Taxes

Taxes are calculated on the basis of the tax laws and regulations and its current interpretation. However, these regulations are subject to periodic variation and the ultimate determination of tax expense will be made following inspection by the General Department of Taxation (GDT). The Bank's tax returns are subject to periodic examination by the GDT. As the application of tax laws and regulations to many types of transactions are susceptible to varying interpretations, amounts reported in the financial statements could be changed at a later date upon final determination by the GDT.

Deferred tax assets are recognised for all unused tax losses and temporary differences to the extent that it is probable that future taxable profit will be available against which the losses can be utilised. Significant judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable income together with future tax planning strategies.

vii) Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget and do not include restructuring activities that the Bank is not yet committed to or significant future investments that will enhance the asset's performance of the cash generating unit being tested. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model.

► 4. CASH ON HAND

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
US Dollar	27,727,647	111,271,047	34,788,263	140,022,759
Khmer Riel	3,951,691	15,858,136	4,705,158	18,938,261
Thai Baht	441	1,770	-	-
	31,679,779	127,130,953	39,493,421	158,961,020

► 5. DEPOSITS AND PLACEMENTS WITH THE CENTRAL BANK

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
Current accounts	82,012,568	329,116,435	86,873,384	349,665,371
Settlement accounts	9,830,003	39,447,802	13,652,918	54,952,995
Negotiable certificate of deposits (i)	6,500,748	26,087,502	4,505,192	18,133,397
	98,343,319	394,651,739	105,031,494	422,751,763

(i) The Bank has pledged negotiable certificate of deposits (NCDs) amounting to USD6,500,748 (31 December 2024: USD4,505,192) with the Central Bank as collateral for settlement clearing facilities.

Annual interest rates on deposits and placements with the Central Bank are as follows:

	2025	2024
Current accounts	0%	0%
Settlement accounts	0%	0%
NCDs	0.08% - 3.23%	0.08% - 3.23%

► 6. DEPOSITS AND PLACEMENTS WITH OTHER BANKS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
Deposits and placements with local banks:				
Fixed deposits	99,421,422	398,978,166	120,619,558	485,493,721
Savings accounts	2,191,305	8,793,707	2,018,935	8,126,213
Current accounts	1,434,274	5,755,742	1,823,310	7,338,823
	103,047,001	413,527,615	124,461,803	500,958,757
Deposits and placements with overseas banks:				
Fixed deposits	241,802,762	970,354,483	210,122,509	845,743,099
Current accounts	12,909,063	51,804,069	11,394,820	45,864,150
	254,711,825	1,022,158,552	221,517,329	891,607,249
	357,758,826	1,435,686,167	345,979,132	1,392,566,006
Less allowance for ECL	(243,488)	(977,116)	(195,909)	(788,533)
	357,515,338	1,434,709,051	345,783,223	1,391,777,473

Annual interest rates on deposits and placements with other banks are as follows:

	2025	2024
Current accounts	0.00%	0.00%
Savings accounts	1.25%	1.25%
Fixed deposits	2.75% - 5.50%	2.75% - 5.50%

► 7. LOANS AND ADVANCES AT AMORTISED COST

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Term loans	544,050,377	2,183,274,163	480,617,740	1,934,486,404
Mortgage loans	195,428,544	784,254,747	226,293,028	910,829,438
Overdrafts	187,893,017	754,014,677	147,986,835	595,647,011
Credit revolving loans	49,673,913	199,341,413	28,638,554	115,270,180
Trust receipts	46,158,407	185,233,687	49,762,250	200,293,056
Auto loans	18,893,125	75,818,111	13,827,431	55,655,410
Credit cards	2,445,915	9,815,457	2,123,856	8,548,520
Personal loans	871,996	3,499,320	905,429	3,644,352
Total gross loans	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371
Less allowance for ECL (a)	(15,852,331)	(63,615,404)	(8,820,162)	(35,501,153)
Total net loans	1,029,562,963	4,131,636,171	941,334,961	3,788,873,218

a) Allowance for expected credit loss

Allowance for ECL by stages is as follows:

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
12-month ECL (Stage 1)	4,781,754	19,189,179	3,787,961	15,246,544
Lifetime ECL - not credit-impaired (Stage 2)	4,312,823	17,307,359	1,180,473	4,751,404
Lifetime ECL - credit -impaired (Stage 3)	6,757,754	27,118,866	3,851,728	15,503,205
	15,852,331	63,615,404	8,820,162	35,501,153

b) By industry

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Finance, insurance, real estate and business services	251,789,549	1,010,431,460	108,151,728	435,310,705
Mortgage	220,195,743	883,645,517	226,371,381	911,144,809
Import and export	185,327,357	743,718,684	126,986,518	511,120,735
Construction	100,830,492	404,632,764	77,884,718	313,485,990
Wholesale and retail	83,680,778	335,810,962	178,996,517	720,460,981
Manufacturing	70,940,275	284,683,324	61,761,152	248,588,637
Transport, storage and communications	22,071,109	88,571,360	32,219,192	129,682,248
Agriculture	17,616,408	70,694,645	6,618,522	26,639,551
Electricity, gas and water	5,608,047	22,505,093	8,848,524	35,615,309
Financial institutions	-	-	34,055,260	137,072,422
Other non-financial services	-	-	35,269,283	141,958,864
Others	87,355,536	350,557,766	52,992,328	213,294,120
Total gross loans	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371

c) Analysis by loan classification

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Performing				
Gross amount	971,292,408	3,897,796,433	903,269,334	3,635,659,070
Exposure at default	1,030,097,763	4,133,782,323	962,631,197	3,874,590,568
Allowance for ECL	4,781,754	19,189,179	3,787,961	15,246,544
Under-performing				
Gross amount	37,324,851	149,784,627	24,165,060	97,264,367
Exposure at default	89,788,066	360,319,509	36,111,406	145,348,409
Allowance for ECL	4,312,823	17,307,359	1,180,473	4,751,404
Non-performing				
Gross amount	36,798,035	147,670,515	22,720,729	91,450,934
Exposure at default	37,905,352	152,114,178	23,314,565	93,841,124
Allowance for ECL	6,757,754	27,118,866	3,851,728	15,503,205
Total				
Gross amount	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371
Exposure at default	1,157,791,181	4,646,216,010	1,022,057,168	4,113,780,101
Allowance for ECL	15,852,331	63,615,404	8,820,162	35,501,153

d) By maturity

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Not later than 1 year	297,407,290	1,193,495,455	247,743,636	997,168,135
Later than 1 year and no later than 3 years	58,889,137	236,322,107	88,100,027	354,602,609
Later than 3 years and no later than 5 years	144,900,388	581,485,257	65,588,529	263,993,829
Later than 5 years	544,218,479	2,183,948,756	548,722,931	2,208,609,798
Total gross loans	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371

e) By exposure

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Non-large exposure	930,767,047	3,735,168,160	875,260,936	3,522,925,267
Large exposure (i)	114,648,247	460,083,415	74,894,187	301,449,104
Total gross loans	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371

(i) Large exposure is defined by the Central Bank as overall credit exposure to any individual beneficiary which exceeds 10% of the Bank's regulatory capital.

f) By relationship

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Related parties	3,723,653	14,943,019	3,400,769	13,688,095
Non-related parties	1,041,691,641	4,180,308,556	946,754,354	3,810,686,276
Total gross loans	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371

g) By residency

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Residents	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371
Total gross loans	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371

h) By interest rate

	2025	2024
Credit cards	18.00%	18.00%
Personal loans	12.00%-22.00%	12.00% - 22.00%
Auto loans	7.00%-13.50%	7.00% - 13.50%
Credit revolving loans	7.00%-11.00%	7.00% - 11.00%
Trust receipts	6.80%-9.00%	6.80% - 9.00%
Overdrafts	5.25%-10.50%	5.25% - 10.50%
Mortgage loans	3.50%-13.50%	3.50% - 13.50%
Term loans	2.00%-18.00%	2.00% - 18.00%

► 8. STATUTORY DEPOSITS WITH THE CENTRAL BANK

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
Reserve requirements (i)	94,475,162	379,128,825	83,435,491	335,827,851
Non-current				
Capital guarantee deposit (ii)	7,500,000	30,097,500	7,500,000	30,187,500
Total	101,975,162	409,226,325	90,935,491	366,015,351

(i) Reserve requirements

The reserve requirements represent the minimum reserves which is calculated at 7% (2024: 7%) of customers' deposits and borrowings in KHR and at 7% (2024: 7%) of customers' deposits and borrowings for other currencies. The reserve requirements on customers' deposits and borrowings bear no interest.

(ii) Capital guarantee deposit

Pursuant to Prakas No. B7-01-136 on bank capital guarantees, dated 15 October 2001, issued by the Central Bank, the Bank is required to maintain 10% of its registered capital as a statutory deposit with the Central Bank. The deposit, which is not available for use in the Bank's day-to-day operations, is refundable should the Bank voluntarily cease its operations in Cambodia.

Annual interest rates of statutory deposits with the Central Bank are as follows:

	2025	2024
Capital guarantee deposit	1.19% - 1.33%	1.19% - 1.33%
Reserve requirements	0.00%	0.00%

► 9. LEASES

This note provides information for leases where the Bank is a lessee.

The Bank leases various buildings for its head office and branch operations. Rental contracts are typically made for fixed periods of two years to ten years. The leases have varying terms, escalation clauses, and renewal rights. On renewal, the terms of the leases are renegotiated.

a) Amounts recognised in the statement of financial position

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Right-of-use assets -				
Non-current				
Buildings	3,146,823	12,628,201	4,317,281	17,377,056
Total	3,146,823	12,628,201	4,317,281	17,377,056
Lease liabilities				
Current	1,356,420	5,443,313	1,548,628	6,233,228
Non-current	2,250,383	9,030,787	3,357,476	13,513,841
Total	3,606,803	14,474,100	4,906,104	19,747,069

Set out below are the carrying amounts of right-of-use assets and lease liabilities recognised and the movements during the year:

	Right-of-use assets			
	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
At 1 January	4,317,281	17,377,056	5,538,086	22,623,081
Additions	282,310	1,132,345	288,919	1,176,189
Charge during the year	(1,447,077)	(5,804,226)	(1,509,724)	(6,146,087)
Other adjustments	(5,691)	(22,827)	-	-
Currency translation differences	-	(54,147)	-	(276,127)
At 31 December	3,146,823	12,628,201	4,317,281	17,377,056

	Lease liabilities			
	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
At 1 January	4,906,104	19,747,069	6,164,900	25,183,617
Additions	282,310	1,132,345	288,919	1,176,189
Accretion of interest	171,962	689,740	222,263	904,833
Payments	(1,743,082)	(6,991,502)	(1,769,978)	(7,205,580)
Other adjustments	(10,491)	(42,079)	-	-
Currency translation differences	-	(61,473)	-	(311,990)
At 31 December	3,606,803	14,474,100	4,906,104	19,747,069
Less than one year	1,470,370	5,900,595	1,712,751	6,893,823
One to five years	2,236,144	8,973,646	3,334,357	13,420,787
More than five years	-	-	88,889	357,778
Total undiscounted lease liabilities	3,706,514	14,874,241	5,135,997	20,672,388
Less unamortised lease liabilities	(99,711)	(400,141)	(229,893)	(925,319)
Discounted lease liabilities	3,606,803	14,474,100	4,906,104	19,747,069

b) Amounts recognised in the statement of comprehensive income

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
	Depreciation charge of right-of-use assets (Note 28)	1,447,077	5,804,226	1,509,724
Interest expense on lease liabilities (Note 24)	171,962	689,740	222,263	904,833
Expense relating to short-term leases (Note 29)	139,594	559,912	225,115	916,443
Total expenses related to leases	1,758,633	7,053,878	1,957,102	7,967,363

► 10. PROPERTY AND EQUIPMENT

Non-current	Leasehold improvements	Office equipment	Computer equipment	Motor vehicles	Work-in-progress	Total
	USD	USD	USD	USD	USD	USD
At 1 January 2025						
Cost	9,105,899	2,275,801	5,141,411	1,294,284	242,317	18,059,712
Accumulated depreciation	(6,366,386)	(1,844,155)	(4,523,737)	(1,073,104)	-	(13,807,382)
Net book value	2,739,513	431,646	617,674	221,180	242,317	4,252,330
In KHR'000 equivalent (Note 2.3)	11,026,540	1,737,375	2,486,138	890,248	975,327	17,115,628
For the year ended 31 December 2025						
Opening net book value	2,739,513	431,646	617,674	221,180	242,317	4,252,330
Additions	-	32,663	377,436	-	642,898	1,052,997
Transfers	37,243	-	-	-	(37,243)	-
Adjustments	(33,129)	(1,119)	1,119	-	-	(33,129)
Cost written off	(347,079)	(207,407)	(1,081,972)	(243,700)	-	(1,880,158)
Accumulated depreciation written off	347,079	207,407	1,081,972	243,700	-	1,880,158
Depreciation charge	(1,064,941)	(205,655)	(221,369)	(75,612)	-	(1,567,577)
Closing net book value	1,678,686	257,535	774,860	145,568	847,972	3,704,621
At 31 December 2025						
Cost	8,762,934	2,101,057	4,436,875	1,050,584	847,972	17,199,422
Accumulated depreciation	(7,084,248)	(1,843,522)	(3,662,015)	(905,016)	-	(13,494,801)
Net book value	1,678,686	257,535	774,860	145,568	847,972	3,704,621
In KHR'000 equivalent (Note 2.3)	6,736,567	1,033,488	3,109,513	584,164	3,402,912	14,866,644
At 1 January 2024						
Cost	8,484,821	2,075,483	4,638,788	1,202,284	1,229,895	17,631,271
Accumulated depreciation	(5,224,762)	(1,521,975)	(3,809,823)	(979,300)	-	(11,535,860)
Net book value	3,260,059	553,508	828,965	222,984	1,229,895	6,095,411
In KHR'000 equivalent (Note 2.3)	13,317,341	2,261,080	3,386,322	910,890	5,024,121	24,899,754
For the year ended 31 December 2024						
Opening net book value	3,260,059	553,508	828,965	222,984	1,229,895	6,095,411
Additions	-	200,889	502,623	92,000	-	795,512
Transfers	621,078	-	-	-	(621,078)	-
Reclassifications	-	(571)	-	-	(366,500)	(367,071)
Depreciation charge	(1,141,624)	(322,180)	(713,914)	(93,804)	-	(2,271,522)
Closing net book value	2,739,513	431,646	617,674	221,180	242,317	4,252,330
At 31 December 2024						
Cost	9,105,899	2,275,801	5,141,411	1,294,284	242,317	18,059,712
Accumulated depreciation	(6,366,386)	(1,844,155)	(4,523,737)	(1,073,104)	-	(13,807,382)
Net book value	2,739,513	431,646	617,674	221,180	242,317	4,252,330
In KHR'000 equivalent (Note 2.3)	11,026,540	1,737,375	2,486,138	890,248	975,327	17,115,628

► 11. INTANGIBLE ASSETS

Non-current	Computer software	Work-in-progress	Total
	USD	USD	USD
At 1 January 2025			
Cost	7,354,838	93,861	7,448,699
Accumulated amortisation	(6,302,156)	-	(6,302,156)
Net book value	1,052,682	93,861	1,146,543
In KHR'000 equivalent (Note 2.3)	4,237,046	377,790	4,614,836
For the year ended 31 December 2025			
Opening net book value	1,052,682	93,861	1,146,543
Additions	-	572,563	572,563
Cost written off	(3,621)	-	(3,621)
Accumulated amortisation written off	3,621	-	3,621
Transfers	319,627	(319,627)	-
Amortisation charge	(362,060)	-	(362,060)
Closing net book value	1,010,249	346,797	1,357,046
At 31 December 2025			
Cost	7,674,465	346,797	8,021,262
Accumulated amortisation	(6,664,216)	-	(6,664,216)
Net book value	1,010,249	346,797	1,357,046
In KHR'000 equivalent (Note 2.3)	4,054,129	1,391,696	5,445,826
At 1 January 2024			
Cost	6,620,650	362,192	6,982,842
Accumulated amortisation	(5,447,149)	-	(5,447,149)
Net book value	1,173,501	362,192	1,535,693
In KHR'000 equivalent (Note 2.3)	4,793,752	1,479,554	6,273,306
For the year ended 31 December 2024			
Opening net book value	1,173,501	362,192	1,535,693
Additions	-	465,857	465,857
Transfers	734,188	(734,188)	-
Amortisation charge	(855,007)	-	(855,007)
Closing net book value	1,052,682	93,861	1,146,543
At 31 December 2024			
Cost	7,354,838	93,861	7,448,699
Accumulated amortisation	(6,302,156)	-	(6,302,156)
Net book value	1,052,682	93,861	1,146,543
In KHR'000 equivalent (Note 2.3)	4,237,046	377,789	4,614,836

► 12. DEFERRED TAX ASSETS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Non-current				
Deferred tax assets	3,688,654	14,802,569	3,877,692	15,607,710
Deferred tax liabilities	(3,053,776)	(12,254,803)	(1,801,717)	(7,251,911)
Deferred tax assets - net	634,878	2,547,766	2,075,975	8,355,799

The movement of net deferred tax assets during the year follows:

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
At 1 January	2,075,975	8,355,799	1,664,779	6,800,622
Charged/(credited) to profit or loss (Note 30 (b))	(1,441,097)	(5,780,240)	411,196	1,673,979
Currency translation differences	-	(27,793)	-	(118,802)
At 31 December	634,878	2,547,766	2,075,975	8,355,799

(i) Movement of deferred tax assets

	Unamortised loan fees	Lease liabilities	Seniority payments	Pension fund	Share-based payments	Accelerated depreciation and amortisation	Other accruals	Unrealised foreign exchange gain - net	Total
	USD	USD	USD	USD	USD	USD	USD	USD	USD
At 1 January 2025	786,889	981,221	-	504,879	207,507	1,351,837	45,359	-	3,877,692
(Charged)/credited to profit or loss	(46,024)	(259,860)	-	42,893	(12,597)	51,672	34,878	-	(189,038)
At 31 December 2025	740,865	721,361	-	547,772	194,910	1,403,509	80,237	-	3,688,654
In KHR'000 equivalent (Note 2.3)	2,973,091	2,894,822	-	2,198,209	782,174	5,632,280	321,993	-	14,802,569
At 1 January 2024	669,874	1,232,980	5,981	430,979	183,850	1,089,863	45,359	18,274	3,677,160
(Charged)/credited to profit or loss	117,015	(251,759)	(5,981)	73,900	23,657	261,974	-	(18,274)	200,532
At 31 December 2024	786,889	981,221	-	504,879	207,507	1,351,837	45,359	-	3,877,692
In KHR'000 equivalent (Note 2.3)	3,167,228	3,949,415	-	2,032,138	835,216	5,441,142	182,571	-	15,607,710

(ii) Movement of deferred tax liabilities

	Impairment loss	Right-of-use assets	Unrealised foreign exchange gain - net	Total
	USD	USD	USD	USD
At 1 January 2025	(904,870)	(863,456)	(33,391)	(1,801,717)
(Charged)/credited to profit or loss	(1,517,464)	234,091	31,314	(1,252,059)
At 31 December 2025	(2,422,334)	(629,365)	(2,077)	(3,053,776)
In KHR'000 equivalent (Note 2.3)	(9,720,826)	(2,525,642)	(8,335)	(12,254,803)
At 1 January 2024	(904,764)	(1,107,617)	-	(2,012,381)
(Charged)/credited to profit or loss	(106)	244,161	(33,391)	210,664
At 31 December 2024	(904,870)	(863,456)	(33,391)	(1,801,717)
In KHR'000 equivalent (Note 2.3)	(3,642,102)	(3,475,410)	(134,399)	(7,251,911)

► 13. OTHER ASSETS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Outstanding inward transactions	3,490,061	14,005,615	479,587	1,930,338
Deposits	821,880	3,298,204	800,607	3,222,443
Amounts due from immediate parent	98,752	396,292	98,752	397,477
Amounts due from related parties	1,386	5,562	1,111	4,472
Others	202,952	814,446	92,193	371,076
Financial assets	4,615,031	18,520,119	1,472,250	5,925,806
Advanced employee benefits	3,558,654	14,280,879	3,750,894	15,097,348
Prepayments	1,588,532	6,374,778	1,736,978	6,991,337
Non-financial assets	5,147,186	20,655,657	5,487,872	22,088,685
	9,762,217	39,175,776	6,960,122	28,014,491
Current	5,381,683	21,596,694	2,408,621	9,694,700
Non-current	4,380,534	17,579,082	4,551,501	18,319,791
	9,762,217	39,175,776	6,960,122	28,014,491

► 14. DEPOSITS FROM BANKS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
Fixed deposits	124,370,992	499,100,791	113,767,947	457,915,987
Current accounts	4,714,077	18,917,591	1,883,136	7,579,622
	129,085,069	518,018,382	115,651,083	465,495,609

a) By interest rate

	2025	2024
Fixed deposits	1.00% - 7.85%	1.00% - 7.85%
Current accounts	0.00% - 1.00%	0.00% - 1.00%

b) By residency

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Cambodia	129,085,069	518,018,382	115,640,748	465,454,011
Overseas	-	-	10,335	41,598
	129,085,069	518,018,382	115,651,083	465,495,609

c) By relationship

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Non-related parties	129,085,069	518,018,382	115,640,748	465,454,011
Related parties	-	-	10,335	41,598
	129,085,069	518,018,382	115,651,083	465,495,609

► 15. DEPOSITS FROM CUSTOMERS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
Fixed deposits	678,776,126	2,723,928,594	655,460,663	2,638,229,169
Current accounts	473,902,713	1,901,771,587	402,640,382	1,620,627,538
Savings accounts	39,572,908	158,806,080	58,350,459	234,860,597
Escrow accounts (i)	14,164,025	56,840,232	27,951,225	112,503,680
	1,206,415,772	4,841,346,493	1,144,402,729	4,606,220,984

(i) Escrow accounts refer to trust holding accounts for the staff pension fund, which are held by the Bank.

a) By interest rate

	2025	2024
Fixed deposits	1.00% - 8.00%	1.00% - 8.00%
Current accounts	0.00% - 5.00%	0.00% - 5.00%
Savings accounts	0.00% - 3.00%	0.00% - 3.00%
Escrow accounts	0.00% - 5.00%	0.00% - 5.00%

b) By residency

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Cambodia	1,119,082,163	4,490,876,720	1,058,888,301	4,262,025,412
Overseas	87,333,609	350,469,773	85,514,428	344,195,572
	1,206,415,772	4,841,346,493	1,144,402,729	4,606,220,984

c) By relationship

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Non-related parties	1,205,379,469	4,837,187,809	1,135,332,552	4,569,713,523
Related parties	1,036,303	4,158,684	9,070,177	36,507,461
	1,206,415,772	4,841,346,493	1,144,402,729	4,606,220,984

► 16. BORROWINGS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Small and medium loans (i)				
Principal amount	145,899	585,493	517,580	2,083,260
	<u>145,899</u>	<u>585,493</u>	<u>517,580</u>	<u>2,083,260</u>
Current	93,182	373,939	310,672	1,250,455
Non-current	52,717	211,554	206,908	832,805
	<u>145,899</u>	<u>585,493</u>	<u>517,580</u>	<u>2,083,260</u>

- (i) The Bank entered into a borrowing agreement with Small and Medium Enterprise Bank of Cambodia Plc. (SME Bank Plc.) on 31 March 2020. The borrowing bears interest rate ranging from 2.00% to 3.00% per annum (2024: 2.00% to 3.00% per annum) and it is payable for a period of seven years with a monthly repayment for both interest and principal.

Changes in liabilities arising from financing activities – borrowings

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Principal amount				
At 1 January	517,580	2,083,260	1,152,015	4,705,981
Repayments	(371,681)	(1,490,812)	(634,435)	(2,582,785)
Currency translation differences	-	(6,955)	-	(39,936)
At 31 December	145,899	585,493	517,580	2,083,260
Interest payable				
At 1 January	-	-	-	-
Charges during the year	8,968	35,971	23,078	93,951
Interest payments	(8,968)	(35,971)	(23,078)	(93,951)
At 31 December	-	-	-	-

Annual interest rate for borrowings are as follows:

	2025	2024
Small and medium loans	2.00% - 3.00%	2.00% - 3.00%

The Bank is required to comply with the loan covenant with SME Bank Plc. under the government co-financing scheme, which is designed to provide loans to the tourism sector with an interest rate not exceeding 6.5% and a loan term no longer than 8 years. As of 31 December 2025, the Bank is in compliance with all loan covenants.

► 17. SUBORDINATED DEBTS

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Immediate parent (Note 34 (e)):				
Principal amount –				
Non-current	32,000,000	128,416,000	32,000,000	128,800,000
Interest payables –				
Current	452,540	1,816,043	318,674	1,282,663
	<u>32,452,540</u>	<u>130,232,043</u>	<u>32,318,674</u>	<u>130,082,663</u>

The Bank has entered into four subordinated debt agreements with its immediate parent, CIMB Bank Berhad. Each subordinated debt has a maturity of ten years. Those subordinated debts will be payable at the maturity date and bear interest rates ranging from 2.74% to 5.96% per annum (2024: 2.74% to 4.50% per annum). The interest will be paid every six months. All these subordinated debts were approved by the Central Bank for inclusion in Tier 2 capital.

Changes in liabilities arising from financing activities – borrowings

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Principal amount				
At 1 January	32,000,000	128,800,000	47,000,000	191,995,000
Additions	25,000,000	100,275,000	-	-
Repayments	(25,000,000)	(100,275,000)	(15,000,000)	(61,065,000)
Currency translation differences	-	(384,000)	-	(2,130,000)
At 31 December	32,000,000	128,416,000	32,000,000	128,800,000
Interest payable				
At 1 January	318,674	1,282,663	405,592	1,656,843
Charges during the year	1,736,979	6,967,023	1,902,831	7,746,425
Withholding tax on interest expense	(243,177)	(975,383)	(224,732)	(914,884)
Interest payment	(1,359,936)	(5,454,703)	(1,765,017)	(7,185,384)
Currency translation differences	-	(3,557)	-	(20,337)
At 31 December	452,540	1,816,043	318,674	1,282,663

► 18. EMPLOYEE BENEFITS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Non-current				
Staff pension fund	5,479,894	21,990,815	5,049,451	20,324,040

Movement of staff pension fund presented as below:

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
At 1 January	5,049,451	20,324,040	4,125,914	16,854,359
Additions during the year:				
Employees' contribution	498,583	1,999,816	454,956	1,852,126
Bank's contribution	500,321	2,006,788	398,767	1,623,380
Interest	77,061	309,092	183,413	746,675
Staff pension fund paid	(718,692)	(2,882,674)	(135,207)	(550,428)
Adjustment	73,170	293,485	21,608	87,966
Currency translation differences	-	(59,732)	-	(290,038)
At 31 December	5,479,894	21,990,815	5,049,451	20,324,040

► 19. OTHER LIABILITIES

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
Banker's cheques and other collection accounts	2,860,297	11,478,372	6,353,692	25,573,610
Amount due to suppliers	1,666,047	6,685,847	895,459	3,604,222
Outstanding outward transactions	1,629,461	6,539,027	559,393	2,251,557
Others (i)	3,084,881	12,379,627	1,007,617	4,055,658
Financial liabilities	9,240,686	37,082,873	8,816,161	35,485,047
Accrued bonus payable	2,814,350	11,293,987	2,787,864	11,221,153
Foreign exchange position account	1,594,667	6,399,398	1,267,752	5,102,702
Accrued taxes payable	483,067	1,938,548	496,578	1,998,726
Allowance for ECL on credit commitments and financial guarantee contracts (Note 33a)	87,531	351,262	95,160	383,019
Others (i)	3,334,562	13,381,597	79,563	320,242
Non-financial liabilities	8,314,177	33,364,792	4,726,917	19,025,842
	17,554,863	70,447,665	13,543,078	54,510,889

(i) Others pertain to insurance premiums payable, Bakong wallets, and other sundry payables to suppliers.

► 20. SHARE CAPITAL

The registered capital of the Bank as at 31 December 2025 is 75 million shares (31 December 2024: 75 million shares) at a par value of USD1 per share. All authorised shares are fully paid.

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Issued and fully paid:				
At 1 January	75,000,000	301,875,000	75,000,000	306,375,000
Currency translation differences	-	(900,000)	-	(4,500,000)
At 31 December	75,000,000	300,975,000	75,000,000	301,875,000

► 21. SHARE-BASED COMPENSATION RESERVES

CIMBGH established an LTIP starting in June 2021, which comprises an ESOS and an SGP.

The share-based compensation reserves for the two schemes are as follows:

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
SGP scheme (i)	440,209	1,766,559	522,144	2,101,630
ESOS (ii)	534,342	2,144,314	515,394	2,074,460
	974,551	3,910,873	1,037,538	4,176,090

i) Share grant plan scheme

The SGP scheme was introduced in June 2021 by CIMBGH where CIMB Group awarded ordinary shares of CIMB Group to eligible employees of the Bank. Under the SGP Scheme, the vesting of the granted SGP is conditional primarily upon the long-term return on equity targets as determined by the LTIP Committee. SGP grants are vested in tranches over the vesting period in which each vesting tranche is accounted for as a separate grant for the purposes of recognising the expense over the vesting period. The share-based compensation reserves for the two schemes are as follows:

Grant dates	Vesting dates	Number of shares	Fair value at grant date
09 June 2021	31 March 2025	271,050	USD1.12
09 June 2021	31 March 2025	271,050	USD1.12
	Total	542,100	

	2025		2024	
	Number of shares		Number of shares	
Number of shares – SGP				
Outstanding as at 1 January	542,100		542,100	
Awarded	-		-	
Outstanding as at 31 December	542,100		542,100	

The movement on SGP Scheme reserves are follows:

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
At 1 January	522,144	2,101,630	456,854	1,866,249
Charges during the year	(81,935)	(328,641)	65,290	265,796
Currency translation differences	-	(6,430)	-	(30,415)
At 31 December	440,209	1,766,559	522,144	2,101,630

ii) Employee share option scheme

The ESOS was introduced in June 2021 by CIMB Group where CIMB Group made grants of share options of CIMB Group to eligible employees of the Bank. The ESOS grants are vested in tranches over the vesting period in which each vesting tranche is accounted for as a separate grant for the purposes of recognising the expense over the vesting period.

The awarded share options expire 7 years from each vested date and each share option entitles the eligible employees to subscribe for one ordinary share.

	2025		Fair value at grant date (USD)	
	Number of shares – ESOS			
Outstanding as at 1 January	5,733,000		0.11	
Awarded	-		-	
Outstanding as at 31 December	5,733,000		0.11	

	2024		Fair value at grant date (USD)	
	Number of shares – ESOS			
Outstanding as at 1 January	5,733,000		0.11	
Awarded	-		-	
Outstanding as at 31 December	5,733,000		0.11	

The movement on ESOS reserves are follows:

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
At 1 January	515,394	2,074,460	462,397	1,888,892
Charges during the year	18,948	76,000	52,997	215,751
Currency translation differences	-	(6,146)	-	(30,183)
At 31 December	534,342	2,144,314	515,394	2,074,460

► 22. CAPITAL RESERVES

The Bank appropriated capital reserves as approved by the NBC in order to comply with the Total Tier 1 capital (Core capital) requirements in accordance with Prakas No. B7-023-337 for Regulatory Capital.

As of 31 December 2025, the capital reserves amounted to USD65,000,000 (31 December 2024: USD65,000,000).

► 23. REGULATORY RESERVES

As disclosed in Note 2.17, the accumulated regulatory provision based on the NBC's guidelines is higher than the accumulated impairment based on CIFRS 9, the 'topping up' is transferred from retained earnings to regulatory reserves presented within equity.

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Regulatory provision based on the NBC's guidelines	44,375,476	178,078,785	28,077,471	113,011,821
Allowance for ECL based on CIFRS 9	(16,183,382)	(64,943,912)	(9,111,231)	(36,672,705)
Regulatory reserves transferred from retained earnings	28,192,094	113,134,873	18,966,240	76,339,116

The movement on regulatory reserves follows:

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
At 1 January 1	18,966,240	76,339,116	17,795,868	72,696,121
Additional transfer to regulatory reserves during the year	9,225,854	37,004,900	1,170,372	4,764,584
Currency translation differences	-	(209,143)	-	(1,121,589)
At 31 December	28,192,094	113,134,873	18,966,240	76,339,116

► 24. NET INTEREST INCOME

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Interest income from financial assets at amortised cost:				
Loans and advances	74,875,598	300,326,024	74,912,090	304,967,118
Deposits and placements with the Central Bank	128,377	514,920	160,622	653,892
Deposits and placements with other banks				
<i>Local banks</i>	4,488,716	18,004,240	3,072,072	12,506,405
<i>Overseas banks</i>	10,405,806	41,737,687	11,457,548	46,643,679
Total interest income	89,898,497	360,582,871	89,602,332	364,771,094
Interest expense on financial liabilities at amortised cost:				
Fixed deposits	34,360,486	137,819,908	40,804,471	166,115,001
Current accounts	4,964,034	19,910,740	3,124,879	12,721,382
Savings accounts	518,903	2,081,320	391,452	1,593,601
Borrowings	8,968	35,971	23,078	93,951
Subordinated debts	1,736,979	6,967,023	1,902,831	7,746,425
Lease liabilities	171,962	689,740	222,263	904,833
Staff pension fund	77,061	309,092	183,413	746,674
Total interest expense	41,838,393	167,813,794	46,652,387	189,921,867
Net interest income	48,060,104	192,769,077	42,949,945	174,849,227

► 25. NET FEES AND COMMISSION INCOME

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Remittance fees	2,685,572	10,771,829	2,067,256	8,415,799
Trade finance fees	2,037,593	8,172,786	2,225,639	9,060,576
Miscellaneous loan fees and charges	1,236,623	4,960,095	343,834	1,399,748
Early settlement charges	686,388	2,753,102	878,167	3,575,018
Loan commitment fees	635,419	2,548,666	600,345	2,444,004
Service charges	546,802	2,193,223	329,712	1,342,258
Fees for telex, fax, and phone	229,520	920,605	235,319	957,984
Administration fees	124,069	497,641	142,718	581,005
ATM and credit cards annual fees, advances, and late charges	111,119	445,698	107,525	437,734
Escrow fees charge	1,160	4,652	8,067	32,841
Others	380,602	1,526,595	658,331	2,680,066
Total fees and commission income	8,674,867	34,794,892	7,596,913	30,927,033
Total fees and commission expense	(2,323,832)	(9,320,890)	(2,500,201)	(10,178,318)
Net fees and commission income	6,351,035	25,474,002	5,096,712	20,748,715

► 26. CREDIT IMPAIRMENT LOSSES

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Provision/(reversal) of credit impairment losses on:				
Loans and advances	7,172,121	28,767,377	4,048,819	16,482,742
Deposits and placements with other banks	47,168	189,191	19,862	80,858
Credit commitments and financial guarantee contracts	(808)	(3,241)	20,362	82,894
	7,218,481	28,953,327	4,089,043	16,646,494

► 27. PERSONNEL EXPENSES

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Salaries and wages	9,971,665	39,996,348	9,253,500	37,670,999
Bonuses and incentives	2,828,839	11,346,473	2,804,542	11,417,290
Seniority payments	786,109	3,153,083	650,894	2,649,789
Staff pension fund expense	500,321	2,006,788	483,151	1,966,908
Allowances	437,781	1,755,940	389,617	1,586,131
Staff loans benefits	272,755	1,094,020	260,281	1,059,604
Other employee benefits	271,193	1,087,755	366,498	1,492,013
Employee training expenses	99,249	398,088	60,982	248,258
Others	121,397	486,923	96,737	393,816
	15,289,309	61,325,418	14,366,202	58,484,808

► 28. DEPRECIATION AND AMORTISATION CHARGES

	For the year then ended 31 December 2025		For the year then ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Depreciation of property and equipment (Note 10)	1,567,577	6,287,551	2,271,522	9,247,366
Depreciation of right-of-use assets (Note 9a)	1,447,077	5,804,226	1,509,724	6,146,087
Amortisation of intangible assets (Note 11)	362,060	1,452,223	855,007	3,480,733
	3,376,714	13,544,000	4,636,253	18,874,186

► 29. OTHER OPERATING EXPENSES

	For the year ended 31 December 2025		For the year then ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Repairs and maintenance	1,922,063	7,709,395	1,454,568	5,921,546
License fees	1,297,364	5,203,727	641,458	2,611,376
Communication	410,525	1,646,616	278,108	1,132,178
Advertising and public relations	379,200	1,520,971	261,757	1,065,613
Security	358,194	1,436,716	376,938	1,534,515
Utilities	230,758	925,570	259,870	1,057,931
Expenses for motor vehicles	178,551	716,168	183,689	747,798
Traveling and accommodation	159,831	641,082	152,652	621,446
Legal and professional fees	154,854	621,119	227,828	927,488
Rental	139,594	559,912	225,115	916,443
Insurance	139,509	559,571	169,576	690,344
Directors' fees	112,958	453,075	115,726	471,121
Office supplies	98,144	393,656	110,763	450,916
Furniture and fixtures	58,857	236,075	81,758	332,837
Other expenses	641,413	2,572,706	594,511	2,420,252
	6,281,815	25,196,359	5,134,317	20,901,804

► 30. INCOME TAX

a) Current income tax liabilities

The movement of the Bank's income tax liabilities follows:

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current				
At 1 January	4,093,680	16,477,062	3,162,062	12,917,023
Income tax expense	3,942,837	15,814,719	5,103,057	20,774,545
Income tax paid	(5,122,778)	(20,547,463)	(4,203,745)	(17,113,446)
Adjustments for current tax of prior period	21,760	87,280	32,306	131,518
Currency translation differences	-	(51,441)	-	(232,578)
At 31 December	2,935,499	11,780,157	4,093,680	16,477,062

b) Income tax expense

	For the year then ended 31 December 2025		For the year then ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Current income tax	3,942,837	15,814,719	5,103,057	20,774,545
Adjustment for current tax of prior period	21,760	87,280	32,306	131,518
Total current tax expense	3,964,597	15,901,999	5,135,363	20,906,063
Deferred tax	1,441,097	5,780,240	(411,196)	(1,673,979)
Income tax expense	5,405,694	21,682,239	4,724,167	19,232,084

c) Reconciliation of income tax expenses and accounting profit

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Profit before income tax	24,626,026	98,774,993	22,340,192	90,946,924
Cambodian tax rate at 20%	4,925,205	19,754,999	4,468,038	18,189,386
Tax effects in respect of:				
Expenses not deductible for tax purposes	379,740	1,523,136	185,413	754,816
Write-off deferred tax assets previously recognised	122,509	491,384	103,022	419,400
Adjustment for current tax of prior period	(21,760)	(87,280)	(32,306)	(131,518)
Income tax expense	5,405,694	21,682,239	4,724,167	19,232,084

Under the Cambodian tax regulations, the Bank is subject to income tax at the statutory rate of 20% on its taxable profits.

d) Other matters

Taxes are calculated on the basis of current interpretation of the tax regulations enacted as at the reporting date. Management periodically evaluates its positions taken in the Bank's tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

However, these regulations are subject to periodic variations and the ultimate determination of tax liabilities will be made following inspection by the tax authorities. Where the final tax outcome of these matters is different from the amounts initially recorded, such differences will impact the tax liabilities and balances in the period in which the determination is made.

► 31. CASH AND CASH EQUIVALENTS

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Cash on hand	31,679,779	127,130,953	39,493,421	158,961,020
Deposits and placements with the Central Bank:				
Current accounts	82,012,568	329,116,435	86,873,384	349,665,371
Settlement accounts	9,830,003	39,447,802	13,652,918	54,952,995
Deposits and placements with other banks:				
Current accounts	14,343,337	57,559,811	13,218,130	53,202,973
Savings accounts	2,191,305	8,793,707	2,018,935	8,126,213
Fixed deposits with maturity three months or less	325,851,984	1,307,644,012	330,742,068	1,331,236,820
	465,908,976	1,869,692,720	485,998,856	1,956,145,392

► 32. CASH FLOWS INFORMATION

a) Cash flows from operations

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Profit before income tax	24,626,026	98,774,993	22,340,192	90,946,924
<i>Adjustments for:</i>				
Depreciation and amortisation charges	3,376,714	13,544,000	4,636,253	18,874,186
Credit impairment losses	7,218,481	28,953,327	4,089,043	16,646,494
Non-cash employee benefit expense – share-based payments	(62,987)	(252,641)	118,287	481,546
Non-cash adjustment on property and equipment	33,129	132,880	367,071	1,494,346
Adjustment of staff pension fund	73,170	293,485	21,608	87,966
Adjustment of staff pension fund	1,075,965	4,315,696	1,037,136	4,222,181
Additions to staff pension fund	272,755	1,094,020	260,281	1,059,604
Staff loans benefits	(48,060,104)	(192,769,077)	(42,949,945)	(174,849,227)
Net interest income and expense	354,008	1,419,926	27,024	110,015
Unrealised exchange loss				
<i>Change in working capital:</i>				
Reserve requirements' deposits	(11,039,671)	(44,280,120)	12,956,056	52,744,104
Loans and advances	(93,517,693)	(375,099,467)	(849,611)	(3,458,766)
Other assets	(2,802,095)	(11,239,203)	(415,915)	(1,693,190)
Deposits from banks	13,433,986	53,883,718	(73,930,843)	(300,972,462)
Deposits from customers	64,574,882	259,009,852	131,205,619	534,138,075
Other liabilities	(4,011,785)	(16,091,270)	(1,757,347)	(7,154,159)
Cash (used in)/generated from operations	(44,455,219)	(178,309,881)	57,154,909	232,677,637

(b) Non-cash investing and financing activities

Non-cash financing activities relating to movements in right-of-use assets and lease liabilities are disclosed in Note 9 and 32c. There were no non-cash investing activities during the reporting period.

c) Net cash reconciliation

Analysis of net cash and movements in cash during the year

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Cash and cash equivalents	465,908,976	1,869,692,720	485,998,856	1,956,145,392
Borrowings	(145,899)	(585,493)	(517,580)	(2,083,260)
Subordinated debts	(32,452,540)	(130,232,043)	(32,318,674)	(130,082,663)
Lease liabilities	(3,606,803)	(14,474,100)	(4,906,104)	(19,747,069)
Net cash	429,703,734	1,724,401,084	448,256,498	1,804,232,400
Cash and cash equivalents	465,908,976	1,869,692,720	485,998,856	1,956,145,392
Gross debt – fixed interest rates	(36,205,242)	(145,291,636)	(37,742,358)	(151,912,992)
Net cash	429,703,734	1,724,401,084	448,256,498	1,804,232,400

	Liabilities from financing activities					
	Borrowings	Subordinated debts	Lease liabilities	Sub-total	Cash and cash equivalents	Total
	USD	USD	USD	USD	USD	USD
Net (debt)/cash at 1 January 2025	(517,580)	(32,318,674)	(4,906,104)	(37,742,358)	485,998,856	448,256,498
Cash flows	371,681	26,603,113	1,743,082	28,717,876	(20,089,880)	8,627,996
Additions	-	(26,736,979)	-	(26,736,979)	-	(26,736,979)
New leases	-	-	(276,617)	(276,617)	-	(276,617)
Other changes (i)	-	-	(167,164)	(167,164)	-	(167,164)
Net (debt)/cash as at 31 December 2025	(145,899)	(32,452,540)	(3,606,803)	(36,205,242)	465,908,976	429,703,734
In KHR'000 equivalent (Note 2.3)	(585,493)	(130,232,043)	(14,474,100)	(145,291,636)	1,869,692,720	1,724,401,084
Net (debt)/cash at 1 January 2024						
Cash flows	(1,152,015)	(47,405,592)	(6,164,900)	(54,722,507)	382,758,135	328,035,628
New leases	634,435	15,086,918	1,769,978	17,491,331	103,240,721	120,732,052
Foreign exchange adjustments	-	-	(288,919)	(288,919)	-	(288,919)
Other changes (i)	-	-	(222,263)	(222,263)	-	(222,263)
Net (debt)/cash as at 31 December 2024	(517,580)	(32,318,674)	(4,906,104)	(37,742,358)	485,998,856	448,256,498
In KHR'000 equivalent (Note 2.3)	(2,083,260)	(130,082,663)	(19,747,069)	(151,912,992)	1,956,145,392	1,804,232,400

(i) Other changes include non-cash movements, such as accrued interest expense, which will be presented as operating cash flows in the statement of cash flows when paid.

► 33. COMMITMENTS AND CONTINGENCIES

a) Loan commitments, guarantees and other financial commitments

At 31 December 2025 and 2024, the Bank had the contractual amounts of the Bank's off-balance sheet financial instruments that commit it to extend credit to customers as follows:

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Bank guarantees and letters of credits	212,223,930	851,654,630	183,327,398	737,892,777
Unused portion of overdrafts	101,954,696	409,144,194	90,985,132	366,215,156
Unused portion of credit cards	16,791,345	67,383,666	14,086,151	56,696,758
Term loan commitments	2,345,600	9,412,893	1,594,584	6,418,201
	333,315,571	1,337,595,383	289,993,265	1,167,222,892
Less allowance for ECL	(87,531)	(351,262)	(95,160)	(383,019)
Net exposure	333,228,040	1,337,244,121	289,898,105	1,166,839,873

b) Operating lease commitments

The Bank recognised right-of-use assets and lease liabilities for lease contracts where the Bank is a lessee, except for short-term leases as disclosed in Note 2.12(iii). The lease commitments of short-term leases are insignificant.

► 34. RELATED-PARTY DISCLOSURES

a) Related parties and relationships

The related parties of and their relationship with the Bank are as follows:

Related party	Relationship
CIMB Group Holdings Berhad	Ultimate parent
CIMB Bank Berhad	Immediate parent
CIMB Thai Bank Public Co. Limited (CIMB Thai)	Affiliate
PT Bank CIMB Niaga TBK (CIMB Indonesia)	Affiliate
CIMB Bank (Singapore)	Affiliate
CIMB Bank Berhad Shanghai Branch	Affiliate
CIMB Bank (Vietnam) Limited	Affiliate
Key management personnel	Key management personnel of the Bank are all directors of the Bank who make critical decisions in relation to the strategic direction of the Bank and senior management (including their close family members).

b) Deposits and placements with related parties

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
<i>Immediate parent and its foreign bank subsidiaries and branches:</i>				
Current deposits	8,126,092	32,610,007	11,394,821	45,864,154
Fixed deposits	201,778,470	809,737,000	209,442,522	843,006,151
	209,904,562	842,347,007	220,837,343	888,870,305
Interest income	10,405,805	41,737,684	11,346,284	46,190,722

Current accounts with the immediate parent and its foreign bank subsidiaries and branches bear no interest (2024: nil), except for current accounts placed with CIMB Bank Berhad Shanghai Branch which earn interest at a rate of 0.35% per annum (2024: 0.35% per annum).

Fixed deposits with the immediate parent bear interest at rates ranging from 1.20% to 5.12% per annum (2024: 1.20% to 5.12% per annum).

c) Loans and advances at amortised cost to related parties

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Directors and key management	3,723,653	14,943,019	3,400,769	13,688,095
Interest income	198,159	794,816	131,706	536,175

Loans and advances to directors and key management earn interest at rates ranging from 3.50% to 8.00% per annum (2024: 3.50% to 8.00% per annum).

d) Deposits from related parties

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Immediate parent's foreign bank subsidiaries and branches (current accounts)	-	-	10,335	41,598
Directors and key management (current accounts)	100,127	401,810	7,299,259	29,379,517
Directors and key management (savings accounts)	185,314	743,665	222,456	895,385
Directors and key management (fixed deposits)	750,862	3,013,209	1,538,127	6,190,961
	1,036,303	4,158,684	9,070,177	36,507,461
Interest expense	38,323	153,714	210,798	858,159

Annual interest rate during the year are as follows:

	2025	2024
Immediate parent's foreign banks subsidiaries and branches (current accounts)	0.00%	0.00%
Directors and key management (current accounts)	0.00% - 1.50%	0.00% - 1.50%
Directors and key management (savings accounts)	0.50% - 3.25%	0.50% - 3.25%
Directors and key management (fixed deposits)	3.25% - 7.00%	3.25% - 7.00%

e) Subordinated debts from related parties

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Immediate parent	32,452,540	130,232,043	32,318,674	130,082,663
Interest expense	1,736,979	6,967,023	1,723,353	7,015,770

Subordinated debts from the immediate parent are unsecured and bear interest at rates ranging from 2.74% to 4.50% per annum (2024: 2.74% to 4.50% per annum).

f) Amounts due from related parties

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
<i>Other assets</i>				
Amounts due from immediate parent	98,752	396,292	98,752	397,477
Amounts due from related parties	1,386	5,562	1,111	4,472
	100,138	401,854	99,863	401,949

g) Key management personnel compensation

	For the year ended 31 December 2025		For the year ended 31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Directors' fees	112,958	453,075	115,726	471,121
Salaries and short-term benefits	2,041,578	8,188,769	3,250,251	13,231,772
	2,154,536	8,641,844	3,365,977	13,702,893

► 35. FINANCIAL RISK MANAGEMENT

The Bank embraces risk management as an integral part of the Bank's business, operations, and decision-making process. In ensuring that the Bank achieves optimum returns whilst operating within a sound business environment, the risk management teams are involved at the early stage of the risk-taking process by providing independent inputs, including relevant valuations, credit evaluations, new product assessments, and quantification of capital requirements. These inputs enable the business units to assess the risk-vs-reward of their propositions, thus enabling risk to be priced appropriately in relation to the return.

Generally, the objectives of the Bank's risk management activities are to:

- identify the various risk exposures and capital requirements;
- ensure risk-taking activities are consistent with risk policies and the aggregated risk position are within the risk appetite as approved by the Board; and,
- create shareholders' value through a sound risk management framework.

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Financial assets				
Financial assets at amortised cost				
Cash on hand	31,679,779	127,130,953	39,493,421	158,961,020
Deposits and placements with the Central Bank	98,343,319	394,651,739	105,031,494	422,751,763
Deposits and placements with other banks	357,515,338	1,434,709,051	345,783,223	1,391,777,473
Loans and advances at amortised cost	1,029,562,963	4,131,636,171	941,334,961	3,788,873,218
Other financial assets	4,615,031	18,520,119	1,472,250	5,925,806
Total financial assets	1,521,716,430	6,106,648,033	1,433,115,349	5,768,289,280
Financial liabilities				
Financial liabilities at amortised cost				
Deposits from banks	129,085,069	518,018,382	115,651,083	465,495,609
Deposits from customers	1,206,415,772	4,841,346,493	1,144,402,729	4,606,220,984
Borrowings	145,899	585,493	517,580	2,083,260
Subordinated debts	32,452,540	130,232,043	32,318,674	130,082,663
Other financial liabilities	9,240,686	37,082,873	8,816,161	35,485,047
Not within scope of CIFRS 9 Lease liabilities	3,606,803	14,474,100	4,906,104	19,747,069
Total financial liabilities	1,380,946,769	5,541,739,384	1,306,612,331	5,259,114,632
Net financial assets	140,769,661	564,908,649	126,503,018	509,174,648

35.1 Credit risk

Credit risk is the risk of suffering financial loss, should any of the Bank's customers or market counterparties fail to fulfil their contractual obligations to the Bank. Credit risk arises from deposits and placements with the Central Bank and other banks, loans and advances, other financial assets, and credit commitments and financial guarantee contracts. Credit exposure arises principally in lending activities.

(a) Credit risk measurement

Credit risk is managed on a group basis.

For loans and advances and credit commitments, the estimation of credit exposure for risk management purposes requires the use of models, as the exposure varies with changes in market conditions, expected cash flows and the passage of time. The assessment of credit risk of a portfolio of assets entails further estimations as to the likelihood of default occurring, of the associated loss ratios, and of the default correlations between counterparties. The Bank measures credit risk using Probability of Default ("PD"), Exposure at Default (EAD) and Loss Given Default ("LGD") for the purposes of measuring ECL under CIFRS 9.

Deposits and placements with the Central Bank and other banks are considered to be of low credit risk. The credit ratings of these assets are monitored for credit deterioration. Measurement for impairment is limited to 12-month ECL. Other financial assets at amortised cost are monitored for its credit rating deterioration, and the measurement of impairment follows a three-stage approach, as described in Note 35.1(c).

(b) Risk limit control and mitigation policies

The Bank operates and provides loans and advances to individuals or enterprises within the Kingdom of Cambodia. The Bank manages, limits, and controls the concentration of credit risk whenever it is identified.

The Bank structures the levels of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one borrower, groups of borrowers, and industry segments. Such risks are monitored on a revolving basis and are subject to an annual or more frequent review when considered necessary. Limits on levels of credit risk by product and industry sector are approved by the Board of Directors.

Large exposure is defined by the Central Bank as overall credit exposure to any single beneficiary that exceeds 10% of the Bank's regulatory capital. The Bank is required, under the conditions of Prakas No. B7-06-226 of the Central Bank, to maintain at all times a maximum ratio of 20% between the Bank's overall credit exposure to any single beneficiary and the Bank's regulatory capital. The aggregation of large credit exposure must not exceed 300% of the Bank's regulatory capital.

The Bank employs a range of policies and practices to mitigate credit risk, including requiring borrowers to pledge collateral against loans and advances granted by the Bank.

(c) Impairment (expected credit loss) policies

The measurement of ECL allowance under the CIFRS 9's three-stage approach is to recognise lifetime ECL allowance for financial instruments for which there has been a SICR since initial origination or is credit-impaired as at the reporting date. The financial instrument which has not undergone any significant deterioration in credit risk shall be recognised with 12-month ECL.

Under the three-stage approach, the financial instrument is allocated into Stage 1, Stage 2, or Stage 3 based on the relative movement in credit risk. Further details are disclosed in Note 2.5(vii).

The key judgments and assumptions adopted by the Bank in addressing the requirements of the standard on the measurement of allowances are:

(i) Significant increase in credit risk

The assessment of SICR shall be a multifactor and holistic analysis and based on a mixture of quantitative and/or qualitative information. To determine whether the risk of default of a loan/financing has increased significantly since initial recognition, the current risk of default at the reporting date is compared with the risk of default at initial recognition. A borrower is considered to have credit risk increased significantly since initial recognition if any of the following criteria is met:

- Past due 31 days for short-term facilities on its contractual payment; and,
- Past due 90 days for long-term facilities on its contractual payment.

(ii) Definition of default and credit impaired

The Bank defines a financial instrument as being in default, and therefore credit-impaired when it meets one of the following criteria:

- Where the principal or interest or both of any of the credit facilities is past due for more than 90 consecutive days or more and/or in actual default. In the case of revolving facilities (e.g. overdraft facilities), the facility shall be classified as impaired where the outstanding amount has remained in excess of the approved limit for a period of more than 90 days or 3 months for the purpose of ascertaining the period in arrears.
- When an obligor/counterparty has multiple loans with the Bank and cross default obligation applies, an assessment of provision is required under which the default of one debt obligation triggers default on another debt obligation (cross default). Where there is no right to set off clause is available, assessment of provision needs to be performed on an individual loan level instead of consolidated obligor/counterparty level.
- Write-off/charged-off accounts.

(iii) Measuring (expected credit losses - inputs, assumptions, and estimation techniques)

The ECL is measured on either a 12-month or lifetime basis depending on whether a SICR has occurred since initial recognition or whether an asset is considered to be credit-impaired. The ECL is assessed and measured on a collective and individual basis.

For collective assessment, the ECL allowance is determined by projecting the PD, LGD, and EAD for each future month and for collective segment. The three components are multiplied together to calculate the ECL for each future year, which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

For individual assessment, the ECL allowance is determined by comparing the outstanding exposure with the present value of cash flows which is expected to be received from the borrowers.

Probability of Default

The PD represents the likelihood that a borrower will be unable to meet its financial obligation either over the next 12 months (12-month PD) or over the remaining lifetime (lifetime PD) of the obligation.

The 12-month and lifetime PD represent the expected point-in-time probability of default over the next 12 months and remaining lifetime of the financial instruments, respectively, based on conditions existing as at the reporting date and future economic conditions that affect the credit risk.

The PD is derived using historical default rates adjusted for forward-looking information and reflects current portfolio composition and market data.

For portfolios without sufficient default data, forward-looking proxy PDs are used.

Exposure at Default

EAD is the total amount that the Bank is exposed to at the time the borrower defaults.

The 12-month and lifetime EADs are determined based on the expected payment profile, which varies by product type.

- For amortising products and bullet repayment loans, this is based on the contractual repayments owed by the borrower over a 12-month period or the remaining maturity.
- For revolving products, the EAD is the higher of the outstanding balance or the applicable limit multiplied by utilisation rate. Utilisation rate is derived using a simplified approach, which is the outstanding sum of the portfolio or product divided by the total combined available limit of the portfolio or product.

Loss Given Default

LGD represents the Bank's expectation of the extent of loss on a defaulted exposure. LGD varies by type of counterparty, type and seniority of claim, and availability of collateral or other credit support. LGD is expressed as a percentage loss per unit of exposure at the time of default, or as the loss expected to be made if the default occurs over the remaining expected lifetime of the loan.

For a portfolio without sufficient default data, proxy LGD is used.

The assumptions underlying the ECL calculation are monitored and reviewed periodically. There have been no significant changes in estimation techniques or significant assumptions made during the reporting period.

(iv) Forward-looking information incorporated into the expected credit loss models

The calculation of ECL incorporates forward-looking information. The Bank has performed statistical analysis based on historical experience and identified the key economic variables impacting credit risk and ECLs for each portfolio. The relationship of these economic variables with the PD, EAD, and LGD has been determined by performing statistical regression analysis to understand the impact that the changes in these variables have had historically on default rates and on the components of PD and LGD. These economic variables and their associated impacts on the PD, EAD, and LGD vary by financial instrument. Expert judgment has also been applied in this process. Forecasts of these economic variables are sourced from the Bank's immediate parent's economics team and from an external research house.

The Bank applies three economic scenarios to reflect an unbiased probability-weighted range of possible future outcomes in estimating ECL:

- Base case: This represents the 'most likely outcome' of future economic conditions, which is aligned with information used by the Bank for other purposes such as budgeting and stress testing.
- Best and worst case: This represents the 'upside' and 'downside' outcome of future economic conditions, determined by a combination of statistical analysis and expert credit judgment.

Macroeconomic variable assumptions

The weightings assigned to each economic scenario are as follows:

	Base	Best	Worst
31 December 2025	%	%	%
Scenario probability weighting	60%	10%	30%

	Base	Best	Worst
31 December 2024	%	%	%
Scenario probability weighting	70%	10%	20%

Management assesses the weighting based on the recent development in the economic condition and expects that there would be a progress of further recovery, so the weightings are assigned as described in table above.

As with any economic forecasts, the projections and likelihoods of occurrence are subject to high degree of inherent uncertainty; therefore, the actual outcomes may differ significantly to those projected. Management considers these forecasts to represent its best estimate of the possible outcomes and ensures they are appropriately representative of the range of possible scenarios.

Management has reassessed the scenario weightings, the number of scenarios, and their attributes during the year to reflect the latest economic developments and conditions.

Sensitivity analysis

The Bank has also identified the key economic variables and carried out a sensitivity assessment of ECL for loans, advances, and financing in relation to the changes in these key economic variables whilst keeping other variables unchanged. The sensitivity factors used are derived based on expected standard deviation determined for each key economic variable to assess the impact on the ECL of the Bank.

(v) Post-model (overlays) adjustment

To consider the current economic situation, the Bank has incorporated post-model adjustments (overlays) to ECL by providing additional provision on certain portfolios based on the assumptions on impacted industries, customer risk profiles, late loans, and rescheduled and restructured loans. The Bank determines the additional ECL by applying an ECL rate, derived from available historical data, to the EAD of those portfolios. The Bank has used reasonable and supportable information without undue cost or effort to determine the ECL rate to account for the customers expected to have a SICR.

Where the Bank identifies that model outputs do not fully reflect underlying risks, such as emerging economic trends, sector-specific developments, data limitations, or structural changes in credit behaviour, Management applies post-model adjustments/management overlays to ensure the ECL remains appropriate. Overlays address temporary model limitations or uncertainties not fully captured through quantitative modelling and may involve portfolio-level or segment-specific adjustments based on judgment, supplemented by internal and external risk indicators.

All overlays are subject to a formal governance process requiring clear justification, supporting analysis, documentation of the methodology, and approval by the relevant risk and finance oversight bodies within the Bank. Management reviews overlays at each reporting date and adjusts or removes them as updated data becomes available, risks evolve, or model enhancements are implemented.

As a result, the total ECL allowance recognised by the Bank reflects both model-generated results and management overlays deemed necessary to provide an unbiased and supportable ECL estimates.

(vi) Grouping of exposure for expected credit loss measured on collective basis

For ECL provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous.

In performing this grouping, there must be sufficient information for the groupings to be statistically credible. Where sufficient information is not available internally, the Bank has considered benchmarking internal/external supplementary data to use for modelling purposes.

The appropriateness of groupings is monitored and reviewed on a periodic basis by the credit risk team.

(vii) Write off policy

Write-off is usually taken when relevant recovery actions have been exhausted or further recovery is not economically feasible or justifiable. When a loan or debt instrument is deemed uncollectible, it is written off against the related allowance for impairment. Such loans are either written off in full or partially after taking into consideration the realisable value of collateral (if any) and when in the judgment of the Management, there is no prospect of recovery. All write-offs must be approved by the Board of Directors or its delegated authorities.

(viii) Modification of loans

The Bank sometimes renegotiates or otherwise modifies the contractual cash flows of loans to customers. When this happens, the Bank assesses whether or not the new terms are substantially different to the original terms. The Bank does this by considering, among others, the following factors:

- If the borrower is in financial difficulty, whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay.
- Whether any substantial new terms are introduced, such as a profit share/equity-based return that substantially affects the risk profile of the loan.
- Significant extension of the loan term when the borrower is not in financial difficulty.
- Significant change in the interest rate.
- Change in the currency the loan is denominated in.
- Insertion of collateral, other security or credit enhancements that significantly affect the credit risk associated with the loan.

The risk of default of such loans after modification is assessed at the reporting date and compared with the risk under the original terms at initial recognition, when the modification is not substantial and so it does not result in derecognition of the original loans. The Bank monitors the subsequent performance of modified assets. The Bank may determine that the credit risk has significantly improved after restructuring, so that the assets are moved from Stage 3 or Stage 2 (Lifetime ECL) to Stage 1 (12-month ECL). This is only the case for assets which have performed in accordance with the new terms for six consecutive months or more.

(ix) Off-balance sheet exposures

Off-balance sheet exposures are exposures such as trade facilities and undrawn commitments. The Bank applied internal Cash Conversion Factor (CCF) to estimate the EAD of off-balance sheet items. For operational simplification, the Bank assumes CCF for the off-balance sheet exposures as follows:

- 20% CCF is assumed for unused portion of overdrafts, unused portion of credit cards, bank guarantees and letters of credits;
- 75% CCF is assumed for undrawn trust receipts; and,
- 100% CCF is assumed for undrawn term loans.

(d) Maximum exposure to credit risk before collateral held or other credit enhancements

The maximum exposure to credit risk for financial assets recognised in the statement of financial position is their gross carrying amounts. For contingent liabilities, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the instruments issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the undrawn credit facilities granted to customers. The table below shows the maximum exposure to credit risk for the Bank on financial instruments subject to impairment.

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Credit risk exposure relating to on-balance sheet assets				
Deposits and placements with other banks – at gross	357,758,826	1,435,686,167	345,979,132	1,392,566,006
Loans and advances – at gross	1,045,415,294	4,195,251,575	950,155,123	3,824,374,371
Other financial assets	4,615,031	18,520,119	1,472,250	5,925,806
	1,407,789,151	5,649,457,861	1,297,606,505	5,222,866,183
Credit risk exposure relating to off-balance sheet items				
Bank guarantees and letters of credits	212,223,930	851,654,630	183,327,398	737,892,777
Unused portion of overdrafts	101,954,696	409,144,194	90,985,132	366,215,156
Unused portion of credit cards	16,791,345	67,383,666	14,086,151	56,696,758
Term loan commitments	2,345,600	9,412,893	1,594,584	6,418,201
	333,315,571	1,337,595,383	289,993,265	1,167,222,892
Total maximum credit risk exposure that are subject to impairment	1,741,104,722	6,987,053,244	1,587,599,770	6,390,089,075
Less allowance for ECL	(16,183,350)	(64,943,782)	(9,111,231)	(36,672,705)
Total net credit exposure	1,724,921,372	6,922,109,462	1,578,488,539	6,353,416,370

The above table represents a worst-case scenario of credit risk exposure to the Bank, since collateral held and/or other credit enhancement attached were not taken into account. For on-balance sheet assets, the exposures set out above are based on gross carrying amounts. As shown above, 60% (2024: 60%) of total maximum exposure is derived from loans and advances to customers. Management is confident of its ability to continue to control and sustain minimal exposure on credit risk resulting from the Bank's loans and advances due to the following:

- Almost all loans and advances are collateralised and loan to collateral value ranges from 60% to 70%.
- The Bank has a proper credit evaluation process in place for granting of loans and advances to customers.
- 59% (2024: 64%) of deposits and placements with other banks are held with the Bank's immediate parent, as well as with the immediate parent's foreign subsidiaries and branches, all of which have strong investment-grade credit ratings. The remaining balances were held with local and overseas banks, and Management has done proper risk assessment and believes there will be no material loss from the deposits and placements with these banks.

(e) Credit quality of financial assets

The Bank assesses credit quality of loans, advances, and financing using internal rating techniques tailored to the various categories of products and counterparties. These techniques have been developed internally and combine statistical analysis with credit officers' judgement.

Credit quality description is summarised as follows:

Credit quality	Description
Standard monitoring	Obligors in this category exhibit strong capacity to meet financial commitments. The Bank monitors obligors in this category by delinquency status. Obligors included in standard monitoring are: <ul style="list-style-type: none"> • those less than 15 days past due on its contractual payments for short-term facilities • those less than 30 days past due on its contractual payments for long-term facilities.
Special monitoring	Obligors in this category have a fairly acceptable capacity to meet financial commitments. The Bank monitors obligors in this category by delinquency status. Obligors included in special monitoring are: <ul style="list-style-type: none"> • those that are from 15 days to 30 days past due on its contractual payments for short-term facilities • those that are from 30 days to 89 days past due on its contractual payments for long-term facilities.
Default/Credit-impaired	Obligors assessed to be impaired.

The credit quality of financial instruments other than loans, advances, and financing are determined based on the ratings of counterparties, equivalent to ratings of other international rating agencies as defined below.

Credit quality	Description
Sovereign	Refers to financial assets issued by the central bank/government or guarantee by the central bank/government.
Investment grade	Refers to the credit quality of the financial assets that the issuer is able to meet payment obligation and exposure bondholder to low credit risk of default.
Non-investment grade	Refers to low credit quality of the financial assets that are highly exposed to default risk.
No rating	Refers to financial assets which are currently not assigned with ratings due to unavailability of ratings models.
Credit-impaired	Refers to the financial assets that are being impaired.

(f) Loss allowance

The following table shows an analysis of the credit exposure by stages, together with the ECL allowance provision:

	2025				2024			
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	Total	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	Total
	USD	USD	USD	USD	USD	USD	USD	USD
Deposits and placements								
with other banks								
Investment grade	92,703,069	-	-	92,703,069	15,215,601	-	-	15,215,601
Non-investment grade	-	-	-	-	-	-	-	-
No rating	265,055,757	-	-	265,055,757	330,763,531	-	-	330,763,531
Gross carrying amount	357,758,826	-	-	357,758,826	345,979,132	-	-	345,979,132
Less allowance for ECL	(243,488)	-	-	(243,488)	(195,909)	-	-	(195,909)
Net carrying amount	357,515,338	-	-	357,515,338	345,783,223	-	-	345,783,223
In KHR'000 equivalent (Note 2.3)	1,434,709,051	-	-	1,434,709,051	1,391,777,473	-	-	1,391,777,473
Loan and advances to customers								
Investment grade	971,292,408	-	-	971,292,408	903,269,334	-	-	903,269,334
Non-investment grade	-	37,324,851	-	37,324,851	-	24,165,060	-	24,165,060
No rating	-	-	36,798,035	36,798,035	-	-	22,720,729	22,720,729
Gross carrying amount	971,292,408	37,324,851	36,798,035	1,045,415,294	903,269,334	24,165,060	22,720,729	950,155,123
Less allowance for ECL	(4,781,754)	(4,312,823)	(6,757,754)	(15,852,331)	(3,787,961)	(1,180,473)	(3,851,728)	(8,820,162)
Net carrying amount	966,510,654	33,012,028	30,040,281	1,029,562,963	899,481,373	22,984,587	18,869,001	941,334,961
In KHR'000 equivalent (Note 2.3)	3,878,607,254	132,477,268	120,551,649	4,131,636,171	3,620,412,526	92,512,963	75,947,729	3,788,873,218
Off-balance sheet items								
Standard monitoring	333,315,571	-	-	333,315,571	289,993,265	-	-	289,993,265
Special monitoring	-	-	-	-	-	-	-	-
Default	-	-	-	-	-	-	-	-
Gross carrying amount	333,315,571	-	-	333,315,571	289,993,265	-	-	289,993,265
Less allowance for ECL	(87,531)	-	-	(87,531)	(95,160)	-	-	(95,160)
Net carrying amount	333,228,040	-	-	333,228,040	289,898,105	-	-	289,898,105
In KHR'000 equivalent (Note 2.3)	1,337,244,121	-	-	1,337,244,121	1,166,839,873	-	-	1,166,839,873

(i) Expected credit loss reconciliation – loans and advances

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	
Loans and advances – allowance for ECL				
At 1 January 2025	3,787,961	1,180,473	3,851,728	8,820,162
Transfers to / (deduction from):				
Stage 1	8,049	(3,122)	(4,927)	-
Stage 2	(5,987)	5,987	-	-
Stage 3	(63,127)	-	63,127	-
Net remeasurement of loss allowance (*)	1,146,257	6,236,109	3,843,587	11,225,953
New financial assets originated or purchased	338,039	11,212	378,980	728,231
Financial assets derecognised during the year other than write off	(289,486)	(3,117,836)	(1,374,741)	(4,782,063)
Other movements	(139,952)	-	-	(139,952)
At 31 December 2025	4,781,754	4,312,823	6,757,754	15,852,331
In KHR'000 equivalent (Note 2.3)	19,189,179	17,307,359	27,118,866	63,615,404

(*) Impact of the measurement of ECL due to changes in EAD and PD during the year arising from regular refreshing of inputs to models.

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	
Loans and advances – Gross carrying amount				
At 1 January 2025	903,269,334	24,165,060	22,720,729	950,155,123
Transfers to / (deduction from):				
Stage 1	474,216	(445,590)	(28,626)	-
Stage 2	(13,327,972)	13,331,115	(3,143)	-
Stage 3	(6,196,246)	(758,476)	6,954,722	-
New financial assets originated or purchased	329,285,835	6,015,870	1,358,579	336,660,284
Financial assets derecognised during the year other than write off	(242,212,759)	(4,983,128)	5,795,774	(241,400,113)
At 31 December 2025	971,292,408	37,324,851	36,798,035	1,045,415,294
In KHR'000 equivalent (Note 2.3)	3,897,796,433	149,784,627	147,670,515	4,195,251,575

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	
Loans and advances – allowance for ECL				
At 1 January 2024	2,611,707	608,194	1,551,442	4,771,343
Transfers to / (deduction from):				
Stage 1	664,143	(347,252)	(316,891)	-
Stage 2	(17,773)	18,445	(672)	-
Stage 3	(31,191)	(136,835)	168,026	-
Net remeasurement of loss allowance (*)	895,556	1,084,337	1,565,112	3,545,005
New financial assets originated or purchased	427,333	437	1,094,105	1,521,875
Financial assets derecognised during the year other than write off	(761,814)	(46,853)	(209,394)	(1,018,061)
At 31 December 2024	3,787,961	1,180,473	3,851,728	8,820,162
In KHR'000 equivalent (Note 2.3)	15,246,544	4,751,404	15,503,205	35,501,153

(*) Impact of the measurement of ECL due to changes in EAD and PD during the year arising from regular refreshing of inputs to models.

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	
Loans and advances – gross carrying amount				
At 1 January 2024	918,838,722	14,685,251	16,082,044	949,606,017
Transfers to / (deduction from):				
Stage 1	3,987,482	(1,137,502)	(2,849,980)	-
Stage 2	(8,141,930)	8,142,770	(840)	-
Stage 3	(3,282,424)	(3,250,324)	6,532,748	-
New financial assets originated or purchased	275,059,856	5,724,865	6,427,088	287,211,809
Financial assets derecognised during the year other than write off	(283,192,372)	-	(3,470,331)	(286,662,703)
At 31 December 2024	903,269,334	24,165,060	22,720,729	950,155,123
In KHR'000 equivalent (Note 2.3)	3,635,659,070	97,264,367	91,450,934	3,824,374,371

(ii) Expected credit loss reconciliation – deposits and placements with other banks

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Deposits and placements with other banks – allowance for ECL				
At 1 January 2025	195,909	-	-	195,909
Transfers to / (deduction from):				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of loss allowance (*)	-	-	-	-
New financial assets originated or purchased	47,168	-	-	47,168
Financial assets derecognised during the year other than write off	-	-	-	-
Foreign exchange and other movements	411	-	-	411
At 31 December 2025	243,488	-	-	243,488
In KHR'000 equivalent (Note 2.3)	977,116	-	-	977,116

(*) Impact of the measurement of ECL due to changes in EAD and PD during the year arising from regular refreshing of inputs to models.

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Deposits and placements with other banks – gross carrying amount				
At 1 January 2025	345,979,132	-	-	345,979,132
Transfers to / (deduction from):				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
New financial assets originated or purchased	11,779,694	-	-	11,779,694
Financial assets derecognised during the year other than write off	-	-	-	-
At 31 December 2025	357,758,826	-	-	357,758,826
In KHR'000 equivalent (Note 2.3)	1,435,686,169	-	-	1,435,686,167

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Deposits and placements with other banks – Allowance for ECL				
At 1 January 2024	176,047	-	-	176,047
Transfers to / (deduction from):				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of loss allowance (*)	-	-	-	-
New financial assets originated or purchased	19,862	-	-	19,862
Financial assets derecognised during the year other than write off	-	-	-	-
Foreign exchange and other movements	-	-	-	-
At 31 December 2024	195,909	-	-	195,909
In KHR'000 equivalent (Note 2.3)	788,533	-	-	788,533

(*) Impact of the measurement of ECL due to changes in EAD and PD during the year arising from regular refreshing of inputs to models.

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Deposits and placements with other banks – gross carrying amount				
At 1 January 2024	257,453,372	-	-	257,453,372
Transfers to / (deduction from):				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
New financial assets originated or purchased	88,525,760	-	-	88,525,760
Financial assets derecognised during the year other than write off	-	-	-	-
At 31 December 2024	345,979,132	-	-	345,979,132
In KHR'000 equivalent (Note 2.3)	1,392,566,006	-	-	1,392,566,006

(iii) Expected credit loss reconciliation – credit commitments and financial guarantee contracts

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Credit commitments and financial guarantee contracts – allowance for ECL				
At 1 January 2025	95,142	18	-	95,160
Transfers to / (deduction from):				
Stage 1	18	(18)	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of loss allowance (*)	-	-	-	-
New exposure	-	-	-	-
Exposure derecognised or expired	(808)	-	-	(808)
Foreign exchange and other movements	(6,821)	-	-	(6,821)
At 31 December 2025	87,531	-	-	87,531
In KHR'000 equivalent (Note 2.3)	351,262	-	-	351,262

(*) Impact of the measurement of ECL due to changes in EAD and PD during the year arising from regular refreshing of inputs to models.

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Credit commitments and financial guarantee contracts – exposure amount				
At 1 January 2025	289,939,100	54,165	-	289,993,265
Transfers to / (deduction from):				
Stage 1	54,165	(54,165)	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
New exposure	43,322,306	-	-	43,322,306
Exposure derecognised or expired	-	-	-	-
At 31 December 2025	333,315,571	-	-	333,315,571
In KHR'000 equivalent (Note 2.3)	1,337,595,383	-	-	1,337,595,383

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Credit commitments and financial guarantee contracts – allowance for ECL				
At 1 January 2024	68,200	18	-	68,218
Transfers to / (deduction from):				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
Net remeasurement of loss allowance (*)	20,362	-	-	20,362
New exposure	-	-	-	-
Exposure derecognised or expired	-	-	-	-
Foreign exchange and other movements	6,580	-	-	6,580
At 31 December 2024	95,142	18	-	95,160
In KHR'000 equivalent (Note 2.3)	382,947	72	-	383,019

(*) Impact of the measurement of ECL due to changes in EAD and PD during the year arising from regular refreshing of inputs to models.

	Stage 1	Stage 2	Stage 3	Total
	12-month ECL	Lifetime ECL not Credit-Impaired	Lifetime ECL Credit-Impaired	
	USD	USD	USD	USD
Credit commitments and financial guarantee contracts – exposure amount				
At 1 January 2024	373,281,228	54,165	-	373,335,393
Transfers to / (deduction from):				
Stage 1	-	-	-	-
Stage 2	-	-	-	-
Stage 3	-	-	-	-
New exposure	-	-	-	-
Exposure derecognised or expired	(83,342,128)	-	-	(83,342,128)
At 31 December 2024	289,939,100	54,165	-	289,993,265
In KHR'000 equivalent (Note 2.3)	1,167,004,878	218,014	-	1,167,222,892

(g) Concentration of financial assets with credit risk exposure**(i) Geographical sector**

The following table breaks down the Bank's main credit exposure at their gross carrying amount, as categorised by geographical region as at the reporting date. For this table, the Bank has allocated exposure to countries based on the country of domicile of its counterparties.

	Cambodia	Malaysia	Thailand	USA	Singapore	Indonesia	Others	Total
	USD	USD	USD	USD	USD	USD	USD	USD
31 December 2025								
On-balance sheet assets – at gross								
Deposits and placements								
with other banks	103,047,001	107,819	2,008,169	237,789,156	420,260	8,443	14,377,978	357,758,826
Loans and advances	1,045,415,294	-	-	-	-	-	-	1,045,415,294
Other financial assets	4,615,031	-	-	-	-	-	-	4,615,031
	1,153,077,326	107,819	2,008,169	237,789,156	420,260	8,443	14,377,978	1,407,789,151
Off-balance sheet assets								
Bank guarantees and letters of credits	212,223,930	-	-	-	-	-	-	212,223,930
Unused portion of overdrafts	101,954,696	-	-	-	-	-	-	101,954,696
Unused portion of credit cards	16,791,345	-	-	-	-	-	-	16,791,345
Term loan commitments	2,345,600	-	-	-	-	-	-	2,345,600
	333,315,571							333,315,571
Gross carrying amount	1,486,392,897	107,819	2,008,169	237,789,156	420,260	8,443	14,377,978	1,741,104,722
Less allowance for ECL	(15,939,861)	(74)	(1,367)	(208,522)	(286)	(6)	(33,234)	(16,183,350)
Net carrying amount	1,470,453,036	107,745	2,006,802	237,580,634	419,974	8,437	14,344,744	1,724,921,372
In KHR'000 equivalent (Note 2.3)	5,900,928,033	432,377	8,053,296	953,411,084	1,685,356	33,858	57,565,458	6,922,109,462
31 December 2024								
On-balance sheet assets – at gross								
Deposits and placements								
with other banks	13,643,320	121,589	2,533,190	323,527,184	205,114	7,158	5,941,577	345,979,132
Loans and advances	950,155,123	-	-	-	-	-	-	950,155,123
Other financial assets	1,472,250	-	-	-	-	-	-	1,472,250
	965,270,693	121,589	2,533,190	323,527,184	205,114	7,158	5,941,577	1,297,606,505
Off-balance sheet assets								
Bank guarantees and letters of credits	183,327,398	-	-	-	-	-	-	183,327,398
Unused portion of overdrafts	90,985,132	-	-	-	-	-	-	90,985,132
Unused portion of credit cards	14,086,151	-	-	-	-	-	-	14,086,151
Term loan commitments	1,594,584	-	-	-	-	-	-	1,594,584
	289,993,265							289,993,265
Gross carrying amount	1,255,263,958	121,589	2,533,190	323,527,184	205,114	7,158	5,941,577	1,587,599,770
Less allowance for ECL	(8,967,450)	(23,270)	(2,020)	(2,836)	(115,649)	(6)	-	(9,111,231)
Net carrying amount	1,246,296,508	98,319	2,531,170	323,524,348	89,465	7,152	5,941,577	1,578,488,539
In KHR'000 equivalent (Note 2.3)	5,016,343,445	395,734	10,187,959	1,302,185,501	360,097	28,787	23,914,847	6,353,416,370

(ii) Industry sector

The following table breaks down the Bank's main credit exposure at their gross carrying amounts less impairment if any, as categorised by the industry sectors of its counterparties.

Changes	
Consumer price index	+/-1%

	2024	
	USD	KHR'000 (Note 2.3)
Total decrease in ECL on the positive changes in key variables	(75,754)	(304,910)
Total increase in ECL on the negative changes in key variables	75,754	304,910

35.2 Market risk

The Bank takes exposure to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk arises from open positions in interest rates, currency, and equity products, all of which are exposed to general and specific market movements and changes in the level of volatility of market rates or prices such as interest rates, credit spreads, foreign exchange rates, and equity prices.

As at 31 December 2025, the Bank did not use derivative financial instruments such as foreign exchange contracts and interest rate swaps to hedge its risk exposure (31 December 2024: nil).

(i) Foreign exchange risk

The Bank operates in Cambodia and transacts in many currencies, and is exposed to various currency risks, mainly with respect to Khmer Riel and Australian Dollar.

Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the Bank's functional currency.

Management monitors foreign exchange risk against the Bank's functional currency. However, the Bank does not hedge its foreign exchange risk exposure arising from future commercial transactions and recognised assets and liabilities using forward contracts.

The Bank's policy is to maintain foreign currency exposure within acceptable limits and within existing regulatory guidelines.

The table below summarises the Bank's exposure to foreign currency exchange rate risk. Included in the table are the Bank's financial instruments at their net carrying amounts by currency in USD equivalent.

	In USD equivalent									Total
	US\$	KHR	EUR	THB	AUD	SGD	GBP	MYR	Others	
As at 31 December 2025										
Financial assets										
Cash on hand	27,727,647	3,951,691	-	441	-	-	-	-	-	31,679,779
Deposits and placements with the Central Bank	83,207,537	15,135,782	-	-	-	-	-	-	-	98,343,319
Deposits and placements with other banks	306,175,631	34,428,557	1,963,433	2,006,802	1,899,191	419,974	6,422,166	107,746	4,091,838	357,515,338
Loans and advances at amortised cost	922,692,088	106,870,875	-	-	-	-	-	-	-	1,029,562,963
Other financial assets	4,108,339	406,937	1,472	89,235	-	-	9,048	-	-	4,615,031
Total financial assets	1,343,911,242	160,793,842	1,964,905	2,096,478	1,899,191	419,974	6,431,214	107,746	4,091,838	1,521,716,430
Financial liabilities										
Deposits from banks	92,206,949	36,878,120	-	-	-	-	-	-	-	129,085,069
Deposits from customers	1,147,572,312	44,548,455	1,452,563	602,740	1,817,179	209,369	311,480	-	9,901,674	1,206,415,772
Borrowings	145,899	-	-	-	-	-	-	-	-	145,899
Subordinated debts	32,452,540	-	-	-	-	-	-	-	-	32,452,540
Lease liabilities	3,606,803	-	-	-	-	-	-	-	-	3,606,803
Other financial liabilities	6,436,885	90,965	37,334	2,301,147	200	83,260	-	46,472	244,423	9,240,686
Total financial liabilities	1,282,421,388	81,517,540	1,489,897	2,903,887	1,817,379	292,629	311,480	46,472	10,146,097	1,380,946,769

Sensitivity analysis

The Bank takes on exposure to the effects of fluctuations in the prevailing foreign currency exchange rates on their financial position and cash flows. The table below sets out the principal structure of foreign exchange exposures of the Bank.

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Asset/(Liability)				
Khmer Riel	79,299,749	318,229,893	88,628,517	356,729,781
Euro	476,346	1,911,576	465,286	1,872,776
Thai Baht	(806,042)	(3,234,647)	1,427,951	5,747,503
Australian Dollar	83,105	333,500	(50,654)	(203,882)
Singapore Dollar	127,631	512,183	103,257	415,611
Great Britain Pound	6,124,108	24,576,044	262	1,053
Malaysian Ringgit	61,347	246,186	(75,250)	(302,881)
Others	(6,051,471)	(24,284,552)	222,439	895,317
	79,314,773	318,290,183	90,721,808	365,155,278

As shown in the table above, the Bank is primarily exposed to changes in USD/KHR exchange rates. The sensitivity of profit or loss to changes in exchange rates arises mainly from KHR denominated financial instruments.

The analysis below is based on the assumption that the KHR exchange rate has increased or decreased by 1% which is set based on the 3-year moving average of the exchange rate and using 1% as the basis to assess the sensitivity analysis for other currencies.

An analysis of the exposures to assess the impact of 1% change in the foreign currency exchange rates to the profit after tax are as follows:

	2025		2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Increase/(Decrease)				
+1%				
Khmer Riel (KHR)	640,806	2,571,555	716,190	2,882,665
Australian Dollar (AUD)	672	2,695	(409)	(1,648)
Other currencies	(551)	(2,211)	17,325	69,734
	640,927	2,572,039	733,106	2,950,751
Increase/(Decrease)				
-1%				
Khmer Riel (KHR)	(628,117)	(2,520,633)	(702,008)	(2,825,582)
Australian Dollar (AUD)	(658)	(2,642)	401	1,615
Other currencies	539	2,163	(16,982)	(68,353)
	(628,236)	(2,521,112)	(718,589)	(2,892,320)

(ii) Price risk

The Bank is not exposed to a securities price risk because it does not have any investment held and classified on the statement of financial position at fair value.

(iii) Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. Interest margins may increase as a result of changes but may reduce losses in the event that unexpected movements arise.

The Bank's main interest rate risk arises from borrowings and subordinated debts with variable rate which exposes the Bank to cash flow interest rate risk. The Bank does not have fair value interest rate risk as the interest rates of financial instruments measured at amortised cost are similar to prevailing market rates.

The Management of the Bank at this stage does not have a policy to set limits on the level of mismatch of interest rate repricing that may be undertaken; however, Management regularly monitors the mismatch. In addition, Management regularly analyses and foresees the expected changes in the interest rates and manages cash flow interest rate risk by assessing its impacts, and develops actions to respond to the interest rate risk.

The table below summarises the Bank's exposure to interest rate risks. It includes the Bank's financial instruments at gross carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	Up to 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Non-interest rate sensitive	Total
	USD	USD	USD	USD	USD	USD	USD
31 December 2025							
Financial assets							
Cash on hand	-	-	-	-	-	31,679,779	31,679,779
Deposits and placements with the Central Bank	-	-	6,500,748	-	-	91,842,571	98,343,319
Deposits and placements with other banks	2,434,793	340,980,696	-	-	-	14,343,337	357,758,826
Loans and advances at gross	-	-	297,407,290	203,789,525	544,218,479	-	1,045,415,294
Other financial assets	-	-	-	-	-	4,615,031	4,615,031
Total financial assets	2,434,793	340,980,696	303,908,038	203,789,525	544,218,479	142,480,718	1,537,812,249
Financial liabilities							
Deposits from banks	4,714,077	-	124,370,992	-	-	-	129,085,069
Deposits from customers	53,736,933	-	678,776,126	-	-	473,902,713	1,206,415,772
Borrowings	-	-	93,182	52,717	-	-	145,899
Subordinated debts	-	-	452,540	-	32,000,000	-	32,452,540
Lease liabilities	-	-	1,356,420	2,250,383	-	-	3,606,803
Other financial liabilities	-	-	-	-	-	9,240,686	9,240,686
	58,451,010	-	805,049,260	2,303,100	32,000,000	483,143,399	1,380,946,769
Total interest rate repricing gap	(56,016,217)	340,980,696	(501,141,222)	201,486,425	512,218,479	(340,662,681)	156,865,480
In KHR'000 equivalent (Note 2.3)	(224,793,079)	1,368,355,533	(2,011,079,724)	808,565,024	2,055,532,756	(1,367,079,339)	629,501,171
Off-balance sheet items							
Bank guarantees and letters of credits	212,223,930	-	-	-	-	-	212,223,930
Unused portion of overdrafts	101,954,696	-	-	-	-	-	101,954,696
Unused portion of credit cards	16,791,345	-	-	-	-	-	16,791,345
Term loan commitments	2,345,600	-	-	-	-	-	2,345,600
	333,315,571	-	-	-	-	-	333,315,571
In KHR'000 equivalent (Note 2.3)	1,337,595,383	-	-	-	-	-	1,337,595,383

	Up to 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Non-interest rate sensitive	Total
	USD	USD	USD	USD	USD	USD	USD
31 December 2024							
Financial assets							
Cash on hand	-	-	-	-	-	39,493,421	39,493,421
Deposits and placements with the Central Bank	-	-	4,505,192	-	-	100,526,302	105,031,494
Deposits and placements with other banks	2,214,844	330,546,158	-	-	-	13,218,130	345,979,132
Loans and advances at gross	-	-	247,743,636	153,688,556	548,722,931	-	950,155,123
Other financial assets	-	-	-	-	-	1,472,250	1,472,250
Total financial assets	2,214,844	330,546,158	252,248,828	153,688,556	548,722,931	154,710,103	1,442,131,420
Financial liabilities							
Deposits from banks	1,883,136	-	113,767,947	-	-	-	115,651,083
Deposits from customers	86,301,684	-	655,460,663	-	-	402,640,382	1,144,402,729
Borrowings	-	-	310,672	206,908	-	-	517,580
Subordinated debts	-	-	318,674	-	32,000,000	-	32,318,674
Lease liabilities	-	-	1,548,628	2,012,062	1,345,414	-	4,906,104
Other financial liabilities	-	-	-	-	-	8,816,161	8,816,161
	88,184,820	-	771,406,584	2,218,970	33,345,414	411,456,543	1,306,612,331
Total interest rate repricing gap	(85,969,976)	330,546,158	(519,157,756)	151,469,586	515,377,517	(256,746,440)	135,519,089
In KHR'000 equivalent (Note 2.3)	(346,029,153)	1,330,448,286	(2,089,609,968)	609,665,086	2,074,394,506	(1,033,404,422)	545,464,335
Off-balance sheet items							
Bank guarantees and letters of credits	183,327,398	-	-	-	-	-	183,327,398
Unused portion of overdrafts	90,985,132	-	-	-	-	-	90,985,132
Unused portion of credit cards	14,086,151	-	-	-	-	-	14,086,151
Term loan commitments	1,594,584	-	-	-	-	-	1,594,584
	289,993,265	-	-	-	-	-	289,993,265
In KHR'000 equivalent (Note 2.3)	1,167,222,892	-	-	-	-	-	1,167,222,892

35.3 Liquidity risk

Liquidity risk is the risk that the Bank is unable to meet its payment obligations associated with its financial liabilities when they fall due and to replace funds when they are withdrawn. The consequence of this may be the failure to meet obligations to repay depositors and fulfil its commitments to lend.

(a) Liquidity risk management process

The Bank's Management monitors balance sheet liquidity and manages the concentration and profile of debt maturities. Monitoring and reporting take the form of the daily cash position and projections for the next day, week, and month, as these are key periods for liquidity management. Management monitors the movements of the main depositors and projection of their withdrawals.

(b) Funding approach

The Bank's main sources of liquidities arise from shareholder's paid-up capital, borrowings, subordinated debts and deposits from banks and customers. The sources of liquidity are regularly reviewed daily through Management's review of maturity of term deposits and key depositors.

(c) Non-derivative cash flows

The table below presents the cash flows payable by the Bank under non-derivative financial liabilities based on remaining contractual maturities at the balance sheet date. The amounts disclosed in the table are the contractual undiscounted cash flows, whereas the Bank manages the inherent liquidity risk based on expected undiscounted cash flows.

	Up to 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Total
	USD	USD	USD	USD	USD	USD
31 December 2025						
Financial assets						
Cash on hand	31,679,779	-	-	-	-	31,679,779
Deposits and placements with the Central bank	91,842,571	-	6,500,748	-	-	98,343,319
Deposits and placements with other banks	2,434,793	14,343,337	340,980,696	-	-	357,758,826
Loans and advances	101,509,625	185,073,813	128,222,683	411,717,445	331,267,615	1,157,791,181
Other financial assets	4,615,031	-	-	-	-	4,615,031
Total financial assets	232,081,799	199,417,150	475,704,127	411,717,445	331,267,615	1,650,188,136
Financial liabilities						
Deposits from banks	4,714,077	-	124,370,992	-	-	129,085,069
Deposits from customers	603,792,594	176,271,441	432,258,160	6,156,255	-	1,218,478,450
Borrowings	8,316	24,812	70,141	61,173	-	164,442
Subordinated debts	162,415	471,526	1,278,359	1,912,300	37,590,447	41,415,047
Lease liabilities	-	-	1,470,370	2,236,144	-	3,706,514
Other financial liabilities	6,155,805	-	-	-	-	6,155,805
Total financial liabilities	614,833,207	176,767,779	559,448,022	10,365,872	37,590,447	1,399,005,327
Net financial (liabilities)/assets	(382,751,408)	22,649,371	(83,743,895)	401,351,573	293,677,168	251,182,809
In KHR'000 equivalent (Note 2.3)	(1,535,981,400)	90,891,926	(336,064,251)	1,610,623,862	1,178,526,475	1,007,996,612
Off-balance sheet items						
Bank guarantees and letters of credits	212,223,930	-	-	-	-	212,223,930
Unused portion of overdrafts	101,954,696	-	-	-	-	101,954,696
Unused portion of credit cards	16,791,345	-	-	-	-	16,791,345
Term loan commitments	2,345,600	-	-	-	-	2,345,600
	333,315,571	-	-	-	-	333,315,571
In KHR'000 equivalent (Note 2.3)	1,337,595,383	-	-	-	-	1,337,595,383

	Up to 1 month	1 to 3 months	3 to 12 months	1 to 5 years	Over 5 years	Total
	USD	USD	USD	USD	USD	USD
31 December 2024						
Financial assets						
Cash on hand	39,493,421	-	-	-	-	39,493,421
Deposits and placements with the Central Bank	100,526,302	-	4,505,192	-	-	105,031,494
Deposits and placements with other banks	2,214,844	13,218,130	330,546,158	-	-	345,979,132
Loans and advances	15,835,919	47,507,756	238,923,474	153,688,556	566,101,463	1,022,057,168
Other financial assets	1,472,250	-	-	-	-	1,472,250
Total financial assets	159,542,736	60,725,886	573,974,824	153,688,556	566,101,463	1,514,033,465
Financial liabilities						
Deposits from banks	1,883,136	-	113,767,947	-	-	115,651,083
Deposits from customers	526,829,948	155,165,810	456,520,938	23,317,842	-	1,161,834,538
Borrowings	21,340	63,653	67,153	441,224	-	593,370
Subordinated debts	153,879	446,745	1,082,959	6,983,690	32,000,000	40,667,273
Lease liabilities	-	-	1,712,751	3,334,357	88,889	5,135,997
Other financial liabilities	7,797,647	-	-	-	-	7,797,647
Total financial liabilities	536,685,950	155,676,208	573,151,748	34,077,113	32,088,889	1,331,679,908
Net financial (liabilities)/assets	(377,143,214)	(94,950,322)	823,076	119,611,443	534,012,574	182,353,557
In KHR'000 equivalent (Note 2.3)	(1,518,001,436)	(382,175,046)	3,312,881	481,436,058	2,149,400,610	733,973,067
Off-balance sheet items						
Bank guarantees and letters of credits	183,327,398	-	-	-	-	183,327,398
Unused portion of overdrafts	90,985,132	-	-	-	-	90,985,132
Unused portion of credit cards	14,086,151	-	-	-	-	14,086,151
Term loan commitments	1,594,584	-	-	-	-	1,594,584
	289,993,265	-	-	-	-	289,993,265
In KHR'000 equivalent (Note 2.3)	1,167,222,892	-	-	-	-	1,167,222,892

35.4 Fair value of financial assets and liabilities

(a) Financial instruments measured at fair value

The Bank did not have financial instruments measured at fair value.

(b) Financial instruments not measured at fair value

As at the reporting date, the fair values of financial instruments of the Bank approximate their carrying amounts.

The estimated fair values are based on the following methodologies and assumptions:

i. Deposits and placements with the central bank and other banks

The carrying amounts of deposits and placements with the Central Bank and other banks approximate their fair values, since these accounts consist mostly of current accounts, savings accounts, settlement accounts, fixed deposits, and NCDs.

ii. Loans and advances to customers

For fixed-rate loans with a remaining period to maturity of less than one year, the carrying amounts are generally reasonable estimates of their fair values.

For fixed-rate loans with remaining period to maturity of one year and above, fair values are estimated by discounting the estimated future cash flows using a current lending rate as the prevailing market rates of loans with similar credit risks and maturities have been assessed as insignificantly different to the contractual lending rates. As a result, the fair value of non-current loans and advances to customers might approximate their carrying value as at reporting date.

iii. Deposits from banks and customers

The fair value of deposits from banks and customers with maturities of less than one year approximate their carrying amount due to the relatively short maturity of these instruments. The fair value of deposits from banks and customers with remaining maturities of more than one year are expected to approximate their carrying amounts due to the Bank offering a similar interest rate of the instrument with similar maturities and terms.

The estimated fair value of deposits from banks and customers with no stated maturities, which include non-interest-bearing deposits and deposits payable on demand, is the amounts payable at the reporting date.

iv. Borrowings and subordinated debts

Borrowings and subordinated debts are not quoted in active markets and their fair value approximates their carrying amounts because the interest rate is similar to the prevailing market rate.

v. Other financial assets and other financial liabilities

The carrying amounts of other financial assets and other financial liabilities are assumed to approximate their fair values as these items are not materially sensitive to the shift in market interest rates.

35.5 Capital management

The Bank's objectives when managing capital, which is a broader concept than the 'Equity' as shown in the statement of financial position, are:

- to comply with the capital requirement set by the Central Bank;
- to safeguard the Bank's ability to continue as a going concern so that it can continue to provide a return for shareholders and benefits for other stakeholders; and,
- to maintain a strong capital base to support business development.

The Central Bank requires all commercial banks to:

- hold the minimum capital requirement,
- maintain the Bank's net worth at least equal to the minimum capital and
- comply with solvency and liquidity coverage ratios.

The table below summarises the composition of regulatory capital:

	31 December 2025		31 December 2024	
	USD	KHR'000 (Note 2.3)	USD	KHR'000 (Note 2.3)
Tier 1 capital				
Share capital	75,000,000	300,975,000	75,000,000	301,875,000
Capital reserves	65,000,000	260,845,000	65,000,000	261,625,000
Retained earnings	70,839,162	284,277,557	54,393,542	218,934,007
Less: Intangible assets	(467,461)	(1,875,921)	(1,052,682)	(4,237,045)
Less: Loans to related parties	(3,764,219)	(15,105,811)	(3,400,769)	(13,688,095)
Less: Deferred tax assets - net	(634,878)	(2,547,765)	(2,075,975)	(8,355,799)
	205,972,604	826,568,060	187,864,116	756,153,068
Tier 2 complementary capital				
General provision	9,338,065	37,473,655	12,597,020	50,703,004
Subordinated debts	32,000,000	130,232,043	32,000,000	130,082,663
	41,338,065	167,705,698	44,597,020	180,785,667
	247,310,669	994,273,758	232,461,136	936,938,735

► 36. EVENTS AFTER THE REPORTING DATE

At the date of this report, to the best knowledge of the Board of Directors, there have been no significant events occurring after end of the reporting period which would require adjustments or disclosures to be made in the financial statements.

► 37. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements as at 31 December 2025 and for the year then ended were approved for issue by the Board of Directors on 26 March 2026.

07



CORPORATE DIRECTORY

130 Branch Network

132 Group Corporate Directory

BRANCH NETWORK

► BRANCH LOCATION



HEAD OFFICE

60, Preah Monivong Boulevard,
Phum 10, Sangkat Voat Phnum,
Khan Doun Penh, Phnom Penh

MAO TSE TOUNG BOULEVARD BRANCH

187 E0E1, Mao Tse Toung
Boulevard, Sangkat Tuol Svay
Prey I, Khan Chamkar Mon,
Phnom Penh

OLYMPIC BRANCH

201, Jawaharlal Nehru
Boulevard, Sangkat Phsar
Daeum Kor, Khan Tuol Kouk,
Phnom Penh

EXCHANGE SQUARE BRANCH
Ground Floor, Exchange Square,
Street 51-61 and 102-106,
Sangkat Voat Phnum, Khan
Doun Penh, Phnom Penh

KRONG SIEM REAP BRANCH

38-39-40, Sivatha Street,
Sangkat Svay Dangkom,
Krong Siem Reap,
Siem Reap Province

CHAMKAR MON BRANCH

763, Street 93, Sangkat Boeng
Trabaek, Khan Chamkar Mon,
Phnom Penh

LOCAL BRANCH OF CIMB BANK PLC (KHAN SAEN SOKH - SANGKAT PHNOM PENH THMEI)

507C and 509C, Oknha Mong
Reththy Street, Bayab Village,
Sangkat Phnom Penh Thmei,
Khan Saen Sokh, Phnom Penh

TUEK THLA BRANCH

Unit 1E&F, Ground Floor,
California Social House, Russian
Federation Boulevard, Sangkat
Tuek Thla, Khan Saen Sokh,
Phnom Penh

KRONG KAMPONG CHAM - SANGKAT KAMPONG CHAM BRANCH

31, Sangkat Kampong Cham,
Krong Kampong Cham,
Kampong Cham Province

KRONG BATTAMBANG

98-99, Sangkat Svay Por,
Krong Battambang,
Battambang Province

PREAH SIHANOUK BOULEVARD BRANCH

57F, Preah Sihanouk Boulevard,
Sangkat Chakto Mukh, Khan
Doun Penh, Phnom Penh

KHAN MEANCHEY - SANGKAT STUENG MEANCHEY TI I BRANCH

75, Samdech Munireth
Boulevard, Sangkat Stueng
Meanchey I, Khan Meanchey,
Phnom Penh

TUOL KOUK BRANCH

150NB and 152B1 E0E1E2E3E4,
Street 516, Sangkat Boeng
Kak I, Khan Tuol Kouk,
Phnom Penh

KRONG PREAH SIHANOUK BRANCH

90, Ek Reach Boulevard, Sangkat
No 4, Krong Preah Sihanouk,
Preah Sihanouk Province

► CIMB PREFERRED CENTRE



HEAD OFFICE

60, Preah Monivong Boulevard,
Phum 10, Sangkat Voat Phnum,
Khan Doun Penh, Phnom Penh

MAO TSE TOUNG BOULEVARD

187 E0E1, Mao Tse Toung
Boulevard, Sangkat Tuol Svay
Prey I, Khan Chamkar Mon,
Phnom Penh

OLYMPIC

201, Jawaharlal Nehru
Boulevard, Sangkat Phsar
Daeum Kor, Khan Tuol Kouk,
Phnom Penh

TUEK THLA

Unit 1E&F, Ground Floor,
California Social House, Russian
Federation Boulevard, Sangkat
Tuek Thla, Khan Saen Sokh,
Phnom Penh

TUOL KOUK

150NB and 152B1 E0E1E2E3E4,
Street 516, Sangkat Boeng
Kak I, Khan Tuol Kouk,
Phnom Penh

CHAMKAR MON

763, Street 93, Sangkat Boeng
Trabaek, Khan Chamkar Mon,
Phnom Penh

► OFFSITE ATM

**EXCHANGE SQUARE**

Ground Floor, Exchange Square,
Street 51-61 and 102-106,
Sangkat Voat Phnum, Khan Doun
Penh, Phnom Penh

K MALL VENG SRENG

Building No. 188, Chaom Chau
Boulevard, Sangkat Chaom
Chau 1, Khan Pou Saenchey,
Phnom Penh

**NAGA WORLD I &
NAGA WORLD II**

Samdech Techo Hun Sen Park,
Phnom Penh

LIM LONG (VENG SRENG)

Dey Lo #9, Veng Sreng
Boulevard, Sangkat Chaom
Chau, Khan Pou Saenchey,
Phnom Penh

AEON MALL PHNOM PENH

Behind Adidas, AEON mall,
No.132, Samdech Sothearos
Boulevard, Sangkat Tonle
Bassac, Khan Chamkar Mon,
Phnom Penh

THE PARK COMMUNITY MALL

National road #1, Sangkat
Nirouth, Khan Chbar Ampov,
Phnom Penh

PTT (POCHENTONG)

230, Russian Boulevard, Sangkat
Kakab, Khan
Pou Saenchey, Phnom Penh

**ANGKOR MARKET
(SIEM REAP PROVINCE)**

National Road 6, Phum
Salakanseng, Sangkat Svay
Dongkum, Krong Siem Reap,
Siem Reap 17252

AEON MALL SAEN SOKH

Second floor of AEON MALL,
Bayarb Village, Sangkat Phnom
Penh Thmei, Khan Saen Sokh,
Phnom Penh

MAJOR LAND

108, Samdech Sothearos
Boulevard, Sangkat Tonle
Bassac, Khan Chamkar Mon,
Phnom Penh

TOTAL (PHNOM PENH THMEI)

Street 1986, Sangkat Phnom
Penh Thmei, Khan Saen Sokh,
Phnom Penh

**CAMBREW (PREAH SIHANOUK
PROVINCE)**

Phum 3, Sangkat 1, Krong Preah
Sihanouk, Preah Sihanouk
Province

GROUP CORPORATE DIRECTORY

CIMB GROUP HOLDINGS BERHAD

Level 13, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 0099
Website : www.cimb.com

CIMB BANK BERHAD

Level 13, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 0099
Website : www.cimb.com

CIMB INVESTMENT BANK BERHAD

Level 13, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 0099
Website : www.cimb.com

CIMB ISLAMIC BANK BERHAD

Level 13, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 0099
Website : www.cimb.com

CIMB SECURITIES SDN. BHD.

Level 13, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 0099
Website : www.cimb.com

CIMB FOUNDATION

Level 13, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 0099
Website : www.cimbfoundation.com

PT BANK CIMB NIAGA TBK

Graha CIMB Niaga
Ji. Jend Sudirman Kav. 58
Jakarta 12190, Indonesia
Tel : +62 21 250 5252/5353
Fax : +62 21 250 5205
Website : www.cimbniaga.co.id

CIMB BANK PLC

60, Preah Monivong Boulevard
Phum 10, Sangkat Voat Phnom
Khan Doun Penh, Phnom Penh
120211 Cambodia
Tel : +855 23 988 388
Fax : +855 23 988 099
Website : www.cimbbank.com.kh

CIMB BANK (VIETNAM) LIMITED

Level 2, Cornerstone Building
16 Phan Chu Trinh, Cua Nam ward
Hanoi, Vietnam
Tel : +84 24 3266 3388
Fax : +84 24 3266 3389
Website : www.cimbbank.com.vn

CIMB THAI BANK PUBLIC COMPANY LIMITED

44, Langsuan Road, Lumpini,
Pathumwan, Bangkok 10330
Thailand
Tel : +662 638 8000/662 626 7000
Fax : +662 633 9026
Website : www.cimbthai.com

CIMB BANK BERHAD

SINGAPORE BRANCH
30 Raffles Place #04-01
Singapore 048622
Tel : +65 6333 7777
Fax : +65 6337 5335
Website : www.cimb.com.sg

CIMB BANK BERHAD

LONDON BRANCH
27 Knightsbridge
SW1X 7LY, London
United Kingdom
Tel : +44 0 20 7201 3150
Fax : Nil
Website : www.cimb.com

CIMB BANK BERHAD

SHANGHAI BRANCH
Unit 1805-1807, Azia Centre
1233, Lujiazui Ring Road
Pilot Free Trade Zone,
Shanghai 200120, China
Tel : +86 21 2026 1888
Fax : +86 21 2026 1988
Website : www.cimb.com

CIMB BANK BERHAD

HONG KONG BRANCH
Rooms 2501 & 2507-2510
25th Floor, Gloucester Tower
The Landmark, 15 Queen's Road
Central, Hong Kong
Tel : +852 2586 7288
Fax : +852 2556 3863
Website : www.cimb.com

CIMB BANK BERHAD

PHILIPPINES BRANCH
22th Floor, Bonifacio Stop
Over Corporate Centre, 2nd
Avenue Corner 31st Street,
Bonifacio Global City, Taguig
1634 Philippines
Tel : +63 2 8924 2462
Fax : Nil
Website : www.cimbbank.com.ph

CIMB BANK (L) LIMITED

Level 14(A), Main Office Tower
Financial Park Labuan
Jalan Merdeka, 87000 Labuan
Wilayah Persekutuan Labuan
Malaysia
Tel : +6087 597 500
Fax : +6087 597 501/502
Website : www.cimb.com

CIMB BANK BERHAD

LABUAN OFFSHORE BRANCH
Level 14(A), Main Office Tower
Financial Park Labuan
Jalan Merdeka, 87000 Labuan
Wilayah Persekutuan Labuan
Malaysia
Tel : +6087 597 500
Fax : +6087 597 501/502
Website : www.cimb.com

TOUCH 'N GO SDN. BHD.

Level 6, Tower 6, Avenue 5
The Horizon, No. 8 Jalan Kerinchi,
Bangsar South, 59200 Kuala
Lumpur, Wilayah Persekutuan
Kuala Lumpur, Malaysia
Tel : +603 2714 8888
Fax : Nil
Website : www.touchngo.com.my

TNG DIGITAL GROUP SDN. BHD.

Level 5, Tower 6, Avenue 5
The Horizon, No. 8, Jalan Kerinchi
Bangsar South, 59200 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 5022 3888
Fax : Nil
Website : www.touchngo.com.my

TNG DIGITAL SDN. BHD.

Level 5, Tower 6, Avenue 5
The Horizon, No. 8, Jalan Kerinchi
Bangsar South, 59200 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 5022 3888
Fax : Nil
Website : www.touchngo.com.my

CIMB TRUST LIMITED

Level 14(A), Main Office Tower
Financial Park Labuan
Jalan Merdeka, 87000 Labuan
Wilayah Persekutuan Labuan
Malaysia
Tel : +6087 414 252
Fax : +6087 411 855
Website : www.cimb.com

CIMB ISLAMIC TRUSTEE BERHAD

Level 21, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 9894
Website : www.cimb.com

CIMB COMMERCE TRUSTEES BERHAD

Level 21, Menara CIMB, Jalan
Stesen Sentral 2, Kuala Lumpur
Sentral, 50470 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +603 2261 8888
Fax : +603 2261 9894
Website : www.cimb.com

ICIMB (MALAYSIA) SDN. BHD.

CIMB HUB, Level 9, No. 26, Jalan
Sultan Ismail, 50250 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +03 2180 7000
Fax : Nil
Website : www.cimb.com

ICIMB (MSC) SDN. BHD.

CIMB HUB, Level 9, No. 26, Jalan
Sultan Ismail, 50250 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Malaysia
Tel : +03 2180 7000
Fax : Nil
Website : www.cimb.com

**PRINCIPAL ASSET MANAGEMENT
BERHAD**

Level 32, Exchange 106, Lingkaran
TRX, 55188 Tun Razak Exchange
Kuala Lumpur, Wilayah Persekutuan
Kuala Lumpur, Malaysia
Tel : +603 8680 8000
Fax : +603 2717 0381
Website : www.principal.com.my

**PRINCIPAL ISLAMIC ASSET
MANAGEMENT SDN. BHD.**

Level 32, Exchange 106, Lingkaran
TRX, 55188 Tun Razak Exchange
Kuala Lumpur, Wilayah Persekutuan
Kuala Lumpur, Malaysia
Tel : +603 8680 8000
Fax : +603 2717 0381
Website : www.principalislamic.com

CIMB BANK BERHAD

YANGON REPRESENTATIVE OFFICE
1008 Level 10, Sakura Tower
Kyauktada Township, Yangon
Myanmar
Tel : +951 8 255 430
Fax : +951 8 255 430
Website : www.cimb.com

www.cimbbank.com.kh

CIMB Bank PLC

No. 60, Preah Monivong Boulevard
Phum 10, Sangkat Voat Phnum
Khan Doun Penh, Phnom Penh
120211, Kingdom of Cambodia