



Connect. Empower. Sustain.

SUSTAINABILITY
REPORT 2024



06

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113. Driving impact through subsidiaries

About Our Sustainability Report

Scope and Reporting Period

This Sustainability Report outlines the environmental, social, and governance (ESG) performance of CRDB Bank Plc and its subsidiaries from 1 January to 31 December 2024. It reflects the Group’s continued commitment to responsible banking, sustainable development, and inclusive economic growth across all areas of operation.

The scope of this report includes the activities and initiatives of:

+ CRDB Bank Plc (Tanzania)

+ CRDB Bank Burundi S.A

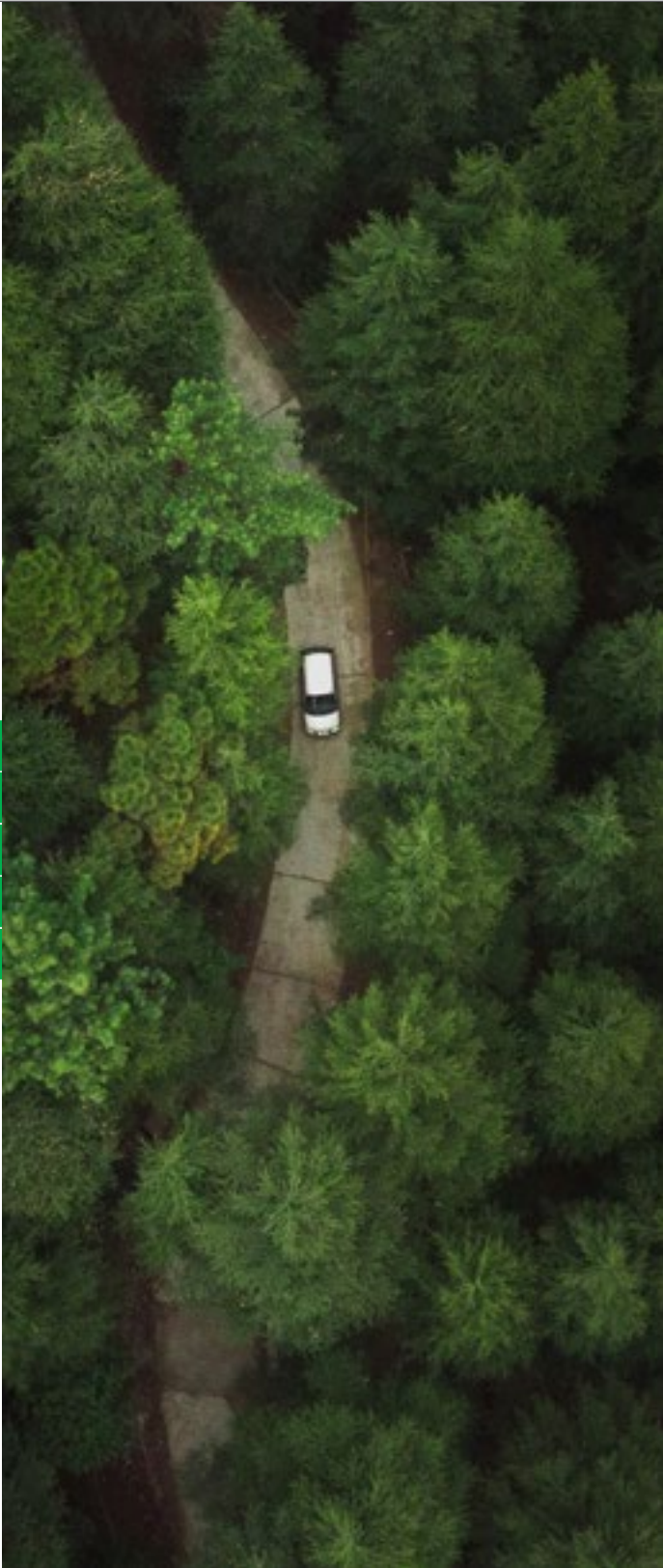
+ CRDB Bank DR Congo S.A

+ CRDB Insurance Company

+ CRDB Bank Foundation

The report highlights the Group’s commitment to sustainable development, responsible banking, and inclusive growth. It covers key initiatives, performance metrics, and progress aligning with national and international sustainability frameworks, including the UN Sustainable Development Goals (SDGs). Where relevant, historical data and comparisons with previous years are provided to illustrate trends and performance improvements.

Unless otherwise indicated, all monetary values are in Tanzanian shillings (TZS). The report adheres to the Group’s financial consolidation boundary used in the audited 2024 Annual Report, ensuring consistency between sustainability and statutory disclosures.



Reporting standards and frameworks

The 2024 Sustainability Report has been prepared in alignment with the following internationally recognised sustainability and climate disclosure frameworks:

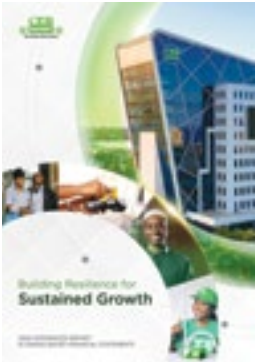
- IFRS S1 – General Requirements for Sustainability-related Financial Disclosures
- IFRS S2 – Climate-related Disclosures

In addition, the report incorporates guidance and recommendations from:

- The Task Force on Climate-related Financial Disclosures (TCFD)
- The Bank of Tanzania’s Guideline on Climate Risk Management
- The Dar es Salaam Stock Exchange (DSE) Guidelines on ESG Reporting
- The Global Reporting Initiative (GRI) Standards, with each material topic mapped to the relevant GRI Topic Standard

This approach ensures that our disclosures are transparent, comparable, and aligned with global best practices and local regulatory expectations.

Our Group Annual Reporting Suite



2024 Annual Integrated Report

The report outlines how the Group creates long-term value by managing six key capitals: financial, manufactured, intellectual, human, social and relationship, and natural capital. It highlights the Group’s integrated strategy that connects performance with sustainability, emphasising contributions to economic growth, innovation, employee development, and stakeholder trust. This approach underscores the Group’s commitment to building a resilient, responsible, and sustainable financial institution.



2024 Annual Integrated Report and consolidated audited financial statements.

Our audited financial statements present details of our annual financial performance and position, including a statement of Profit or Loss and other Comprehensive income, Statement of financial position, Statements of changes in equity, cash flow statement and notes to the financial statement.



2024 Sustainability Report

Our Sustainability Report aims to communicate our approach, performance and our material sustainability matters.

Our Theme Connect Empower Sustain

“The deeper the connections we build, the greater the empowerment for individuals to make forward-thinking decisions driving inclusive, sustainable growth”

The Theme “Connect-Empower-Sustain” embodies the Bank’s unwavering dedication to advancing sustainability and financial inclusion. By building strategic partnerships across the region, we strive to make financial services universally accessible. Through empowering our customers, partners, and communities, we catalyse economic development and enhance the quality of life. Our meaningful engagement with stakeholders enables us to effectively identify and support sustainability initiatives, paving the way for a resilient and sustainable future.

About CRDB Bank Group

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

Our Subsidiaries

CRDB Bank Burundi S.A.

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

CRDB Insurance Company Limited

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

CRDB Bank DR Congo

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

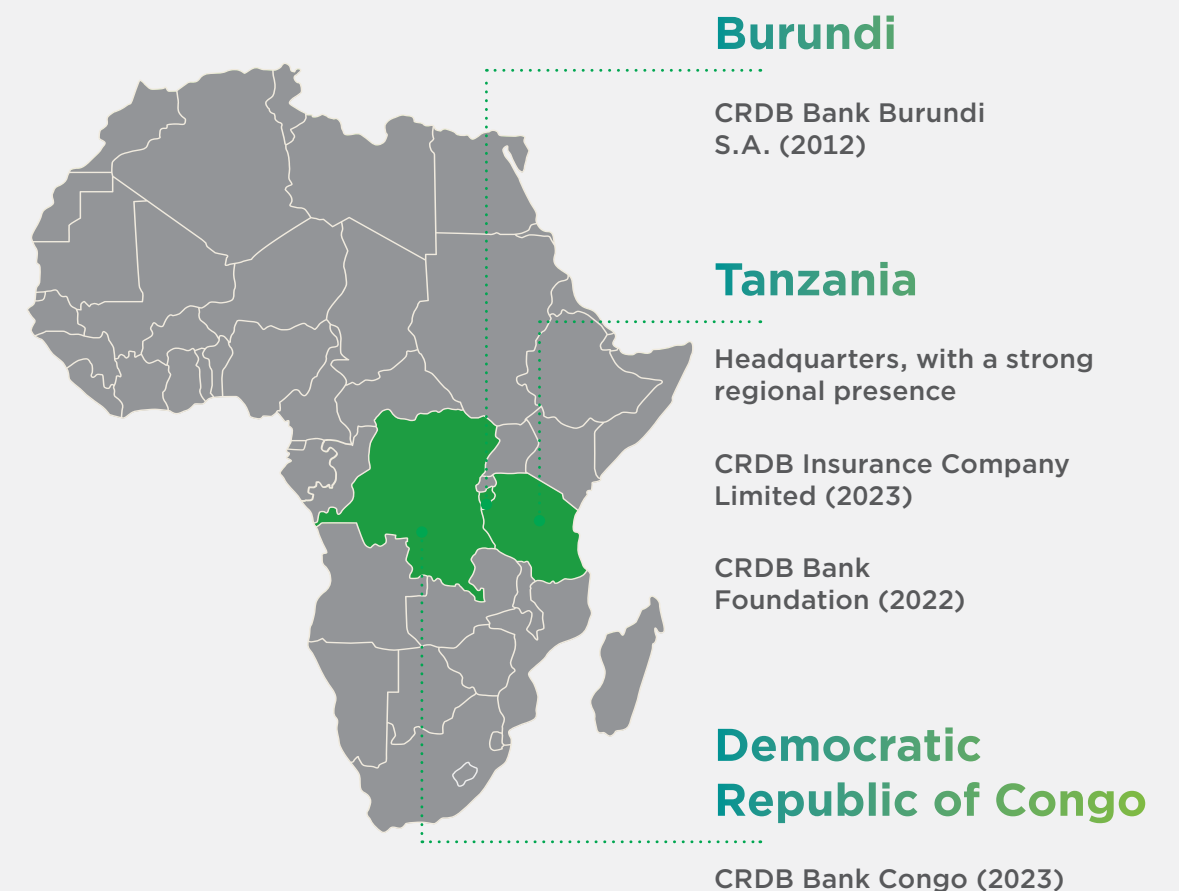
CRDB Bank Foundation

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

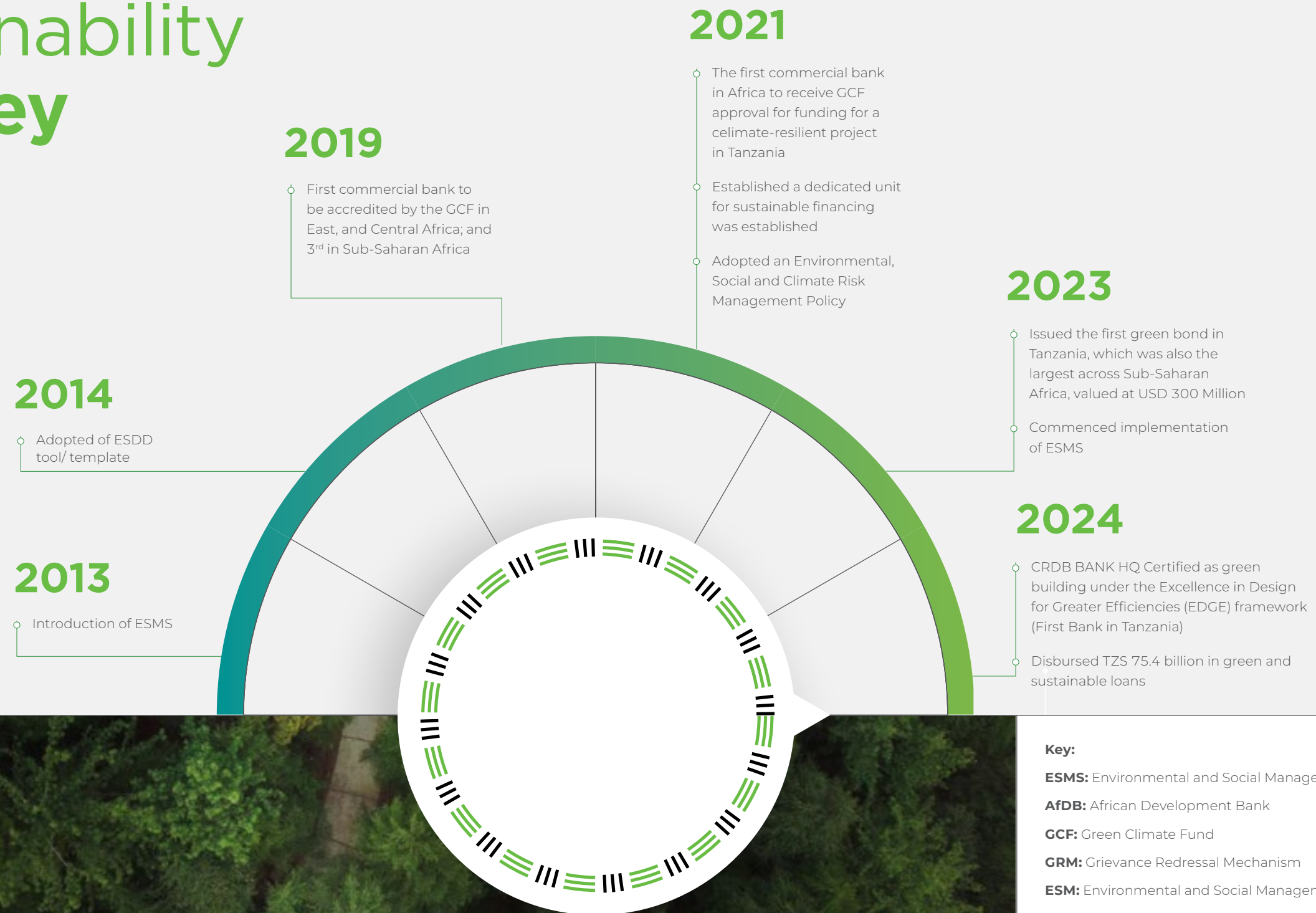
Our Presence

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

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



Our Sustainability Journey



Key:

ESMS: Environmental and Social Management System

AfDB: African Development Bank

GCF: Green Climate Fund

GRM: Grievance Redressal Mechanism

ESM: Environmental and Social Management

ESS: Environmental and Social Safeguards

ESDD: Environmental and Social Due Diligence

ESIA: Environmental and Social Impact Assessment



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Organisational Overview



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Message from the Group Chairman



“ We have entered a new chapter where sustainability is no longer an aspiration but a lived reality. With ESG principles fully embedded in our operations, we are now focused on translating our commitments into measurable outcomes.

Driving Purposeful Progress

The 2024 Financial Year heralded a new beginning for our Group as we crossed a defining threshold in our pursuit of sustainable growth. This was the year ESG principles moved from the periphery to the mainstream, fully woven into the fabric of our business strategy. What once was considered a supporting element now drives our operations, guides our investments, and anchors our long-term value creation.

We transitioned from vision to execution, bringing to life our three ESG strategic pillars:

- Leading a Positive Social Impact
- Driving the Transition to a Sustainable Economy
- Fostering Collaborations for Greater Impact

These pillars are not just guiding principles; they are action-oriented commitments that shape our sustainability agenda across four interconnected dimensions: Planet, People, Prosperity, and Partnerships.

From Strategy to Impact

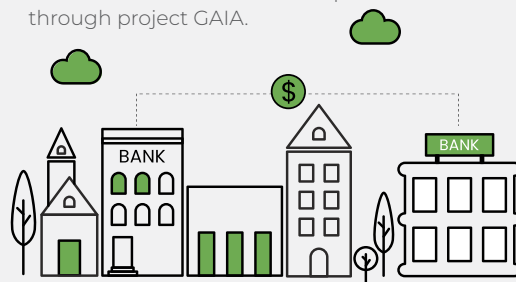
We have entered a new chapter where sustainability is no longer an aspiration but a lived reality. With ESG principles fully embedded in our operations, we are now focused on translating our commitments into measurable outcomes. This shift from planning to execution is driving meaningful progress across our business, reinforcing our role as a responsible and forward-looking organisation.

Collaboration lies at the heart of our sustainability agenda. Side-by-side with dedicated partners, we propel sustainability from an individual pursuit to a shared movement that sparks systemic change and creates value for every stakeholder. By December 2024, this collective momentum had mobilised TZS 1,466 billion in outstanding support—fueling opportunities for youth, women, and MSMEs, while channelling capital into high- impact, climate-smart initiatives across Tanzania and the East African region.

USD 1.5
Billion



Collaboration with MUFG Bank to mobilize climate fund for developing countries including Tanzania, driving resilient infrastructure and climate adaptation through project GAIA.



We continued to strengthen our leadership in sustainable finance through strategic partnerships with Japan's MUFG Bank, focusing on sovereign infrastructure projects in 19 developing countries, including Tanzania, to promote climate action.

Our people remain our greatest asset and the foundation of our long-term success. Guided by this belief, we made intentional and strategic investments to enhance our human capital across all levels of the organization. More than 1,300 employees completed specialised training in areas such as sustainable finance, risk management, diversity, and wellness, demonstrating our ongoing commitment to a culture rooted in integrity, inclusion, and long-term value creation.

This capacity-building extended to our Board of Directors, ensuring they are well-prepared to provide informed oversight on critical and emerging issues, including ESG and enterprise risk. We also strengthened key departments by allocating additional resources and embedding dedicated sustainability and risk professionals across our subsidiaries. These initiatives reflect our conviction that empowering our people at every level is essential to achieving Group-wide alignment, operational excellence, and sustainable growth.

We also reaffirmed our dedication to Corporate Social Investment (CSI) by supporting initiatives that foster positive social, economic, and environmental outcomes in the communities we serve. Our CSI efforts are strategically aligned with the Bank's business objectives and our mission to transform lives. We focus on key sectors that drive sustainable development and improve community well-being.

The Group invested TZS 2.3 billion in impactful programs across the country, targeting education, health, environmental conservation, Youth and Women empowerment, as well as broader community and economic development initiatives.

Strengthening Governance for Sustainable Stewardship

Effective governance remains the cornerstone of our ESG strategy. The Board, with the support of its Risk and Credit Committees, receives regular quarterly updates on key developments, as well as emerging sustainability

risks and opportunities. Our dedicated Sustainable Finance Unit (SFU), composed of specialists in environmental and climate risk, reports directly to senior leadership, ensuring that sustainability considerations are fully integrated into our strategic decision-making and that accountability remains clear at the highest levels.

Balancing Trade-offs, Driving Accountability

We acknowledge that the transition to a low-carbon, inclusive economy involves trade-offs, upfront investments, operational adjustments, and potential short-term margin pressures. Nonetheless, the Board perceives these as essential investments in resilience, innovation, and stakeholder trust. To reinforce accountability, we are exploring the integration of sustainability metrics into executive remuneration.


Looking Ahead

The Board is dedicated to executing our strategic initiatives with excellence while maintaining the highest standards of compliance with all relevant regulatory and governance frameworks. We are committed to ethical practices and sustainability, ensuring that our growth is both responsible and resilient.

In a rapidly changing environment characterised by technological innovation and evolving consumer expectations, we will respond with agility and foresight. By nurturing a culture of innovation within our teams, we aim not only to adapt but also to lead the way.

Acknowledgements

On behalf of the Board, I would like to express my sincere gratitude to our employees for their dedication, to our customers and partners for their trust, and to our regulators and investors for their ongoing support and engagement. Together, we are creating a resilient, inclusive, and low-carbon future—one transaction, one partnership, and one community at a time.



Dr. Ally Laay
Chairman

A Message from the Group CEO & Managing Director





“Through strategic partnerships, we connect communities to sustainable opportunities, empower individuals to thrive, and sustain our environment for future generations. This is the essence of our commitment to ‘Connect, Empower and Sustain.’”



The 2024 financial year marked a defining moment for CRDB Bank Plc. It is the year in which we shifted from aspiration to action. We embedded ESG considerations into the heart of every major decision, laying the groundwork for a decisive decade ahead. This transformation signals more than progress; it reflects our commitment to climate action, inclusive growth, and the creation of enduring value for our stakeholders and the communities we serve.

Purpose-Led Progress Driving Sustainable Impact

As we reflect on 2024, I am proud to share how our purpose-led strategy continues to shape meaningful progress across our operations. This past year, we made significant strides in expanding access, deepening digital engagement, and embedding sustainability into the core of our business. Our customer base grew to 6.4 million, up from 4.0 million in the previous year, supported by 36,566 agency banking platforms. Simultaneously, digital adoption accelerated, with a 21% year-on-year increase in internet and simbanking transactions. This shift allowed 72% of all retail activity to move away from physical counters, reducing travel-related emissions and enabling our branch teams to focus on higher-value advisory services.

Equally important was our progress in financial inclusion. We opened 144,810 fee-free Imbeju accounts for unbanked individuals, representing a growth of 113% year on year, and expanded our Islamic finance offering, Al Barakah, to 296,646 customers, which signifies a 162% increase over the past year. These achievements reaffirm our belief that commercial strength and sustainability are not opposing goals but mutually reinforcing pillars of long-term value

 **144,810**
fee-free Imbeju accounts
Opened
113% YOY 

 **296,646**
Al Barakah customers
162% 

creation. As we move forward, we remain committed to building a more inclusive, resilient, and sustainable future for all our stakeholders.

Embedding Sustainability into the Core Business

Aligned with our commitment to sustainability, we have further integrated sustainable practices into the core of our operations. Our Environmental & Social Management System (ESMS) now applies to all new corporate and SME transactions, in full compliance with the Bank of Tanzania's climate risk guidelines. As a Group, we assessed each facility not only for its financial viability but also for its wider social and environmental impact. This ensures that our capital supports projects that generate shared value and contribute to a more sustainable future.

Digitalisation as a Sustainability Accelerator

Digitalisation continues to be one of our most effective drivers of sustainability. In 2024, we recorded a 21% increase in digital transactions, reflecting strong progress in our digital transformation journey. Two major innovations have played a key role in enhancing both inclusivity and resilience. First, we localised our USSD mobile banking platform into Swahili and other regional languages. This has enabled more people to access essential banking services using basic feature phones, reducing the need for travel and helping to cut carbon emissions.

Cultivating a Sustainability-Ready Workforce

The success of sustainable banking depends on the expertise of those making everyday decisions. To cultivate this expertise across our Group, we have made ESG training mandatory for all employees. We believe that equipping our people with knowledge, rather than relying solely on policy, creates a skilled workforce capable of transforming sustainability goals into practical, risk-adjusted financial outcomes. This reinforces our belief that meaningful impact is achieved through people, not paperwork.

Green Bond Utilization

In 2024, CRDB Bank continued to advance its sustainability agenda through the strategic deployment of proceeds from the Kijani Bond—Tanzania's first green bond, successfully issued in 2023 with a total mobilization of TZS



171.826 billion. By year-end, 44% of the proceeds had been allocated to eligible green projects, primarily targeting transformative investments in sustainable agriculture and renewable energy. This progress reflects the Bank's enduring commitment to financing a greener, more climate-resilient future.

Our dedication to sustainable agriculture is further reflected in the TZS 75.4 billion disbursed through refinanced and new loans. These funds enable farmers to adopt climate-smart practices that not only boost productivity but also reduce their environmental impact. These initiatives directly support several United Nations Sustainable Development Goals (SDGs), including:

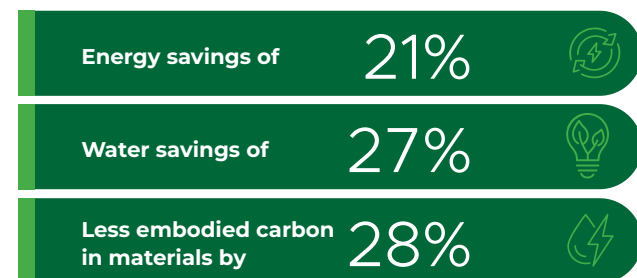
Looking ahead, the remaining bond proceeds are earmarked for impactful green projects. This forward-looking strategy reinforces CRDB Bank's unwavering commitment to delivering measurable environmental, economic, and social value.



Green Building Certification

Headlining our sustainability milestones, the Bank's head office earned the coveted IFC EDGE Green Building Certification in 2024 - an accolade secured after its rigorous independent assessment under the International Finance Corporation's Excellence in Design for Greater Efficiencies framework in 2023.

This certification was granted by an accredited third-party organization and confirms that our building achieved the minimum required efficiencies of at least 20% across three key sustainability indicators:



These achievements demonstrate our dedication to sustainable building practices and operational excellence. The EDGE certification not only validates our efforts to reduce environmental impact but also underscores our commitment to responsible design, construction, and building management. It serves as a benchmark for our continued efforts to inspire sustainable development within our industry and beyond.



Greenhouse Gas Emissions Assessment

During the year, the Bank completed its inaugural, wide-ranging greenhouse-gas inventory, encompassing Scope 1, Scope 2, and targeted Scope 3 categories. This achievement represents a crucial milestone in our sustainability journey and demonstrates our sustained commitment to environmental responsibility and transparent disclosure to stakeholders worldwide and investors.

Emissions Overview:

- **Scope 1** (Direct emissions from fuel combustion): 5,369.76 tCO₂e
- **Scope 2** (Purchased electricity): 8,373.68 tCO₂ekWh
- **Scope 2** (Fugitive emissions): 20,880 kg CO₂e
- **Scope 3**
 - Category 6 – Business Travel: 2,131,388 tCO₂eTZS
 - Category 7 – Employee Commuting: 1,529.74 tCO₂e

To strengthen our approach, we are:

- Enhancing methodologies for Scope 3 calculations,
- Engaging with suppliers and stakeholders to improve data transparency, and
- Integrating more reliable data sources into our reporting processes.

Looking ahead, we plan to expand our Scope 3 coverage to include financed emissions and other relevant categories identified in our assessment. Our long-term goal is to achieve independent limited assurance over a broader share of our emissions, reinforcing the credibility of our climate disclosures and supporting informed, strategic action on climate change.

Future Outlook

As we look to the future, we are committed to strengthening our Environmental, Social, and Governance (ESG) strategy by embedding clear, measurable targets across the entire Group. This includes advancing our science-based emissions reduction goals and publishing a comprehensive transition plan aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

In an evolving regulatory landscape, compliance with emerging sustainability standards and directives from governing bodies remains a top priority. With increasing stakeholder expectations and more stringent regulations, sustainability is no longer optional; it is a strategic imperative that underpins our long-term resilience and growth.

We are also focused on expanding our portfolio of green products and have set an ambitious target to recycle 100% of our non-hazardous waste by 2027. Beyond our internal commitments, we will continue to play a leading role in shaping the regional sustainable finance ecosystem, championing initiatives that foster a resilient, inclusive, and net-zero economy.

Acknowledgment

Our achievements would not have been possible without the dedication, creativity, and passion of our exceptional

team. I extend my heartfelt appreciation to every member of the CRDB family for their steadfast commitment to excellence and sustainability. I am equally grateful to our stakeholders for their continued trust, support, and belief in our shared vision for a more sustainable future.



Abdulmajid M. Nsekela
Group CEO & Managing Director



2024 Sustainability Highlights


In 2024, CRDB Bank made significant strides across its four strategic sustainability pillars—Planet, People, Prosperity, and Partnerships—while remaining closely aligned with the Group's medium-term strategy (2023–2027) and the United Nations Sustainable Development Goals (SDGs).


Planet





Head office received full EDGE certification

 **21%**
energy saving


 **Total water consumption in litres decreased by 4.2% to 248 litres**
from 259 litres in 2023.

 **27%**
water saving

 **Green Bond utilisation TZS 75.4 bn**
(43.9% of TZS 171.83 billion)

 **28%**
lower embodied carbon in materials.

Waste recycled

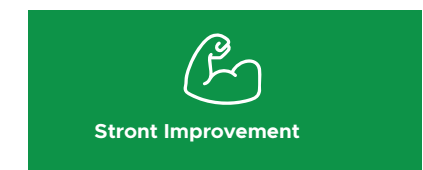
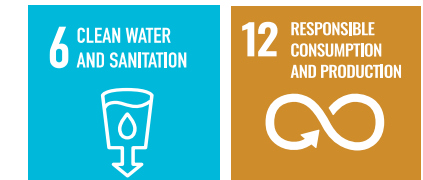
 **77,708 kg**
(2023:25,519 kg)-In 2024, 81% of the total waste was recycled.

Reduction in paper usage by

 **21%**
(number of reams to 17,810 from 22,535 in 2023).

Strategic Link*

Drive the transition to a sustainable economy



People




No work related injuries recorded

100%
sites


OSHA certified



 **Employee overall satisfaction survey 94% index**
(2023:87%)

 **Staff turnover remained at 2.8%**
(below the target of 3%)

 **4,081**
Employees completed structured training programmes (2023:3,338)

 **Amount spent in staff training TZS 7.98 bn**
(2023: TZS 6.60 billion)

Strategic Link*

Lead a positive social impact



2024 Sustainability Highlights

Prosperity



Customer base expanded to

6.4 m

2023: TZS 4.0 m)

NPS score



56%

(2023:53%)



Corporate social investment spent

TZS 2.3bn

in education, health, environment & inclusion (2023: TZS 2.8 bn)



Albarakah Banking's number of customers increased to

296,646

(2023: 112,884)



Financial literacy - number of women and youth:

196,650

(2023:109,722)



Unbanked outreach:

144,810

new "Imbeju" accounts (2023: 68,043)



Agency banking network reached

36,566

agents (2023: 34,627).



Increase in online transactions by

21%

through our various digital channels.

Strategic Link*

Contribute to an inclusive, financially healthier society



Robust growth



Partnerships



10

active financing partners supported our sustainability agenda in 2024.

TZS 1.47 trillion

Outstanding facilities as at 31 Dec 2024.



Largest single line: TZS

506.7 billion



TZS 686.1 billion.

mobilised specifically for women-owned / gender-focused enterprises.



TZS 273.3 billion

earmarked for climate-smart and low-carbon projects.



9 of the 17 UN SDGs are directly addressed through these partnership facilities.

Emissions Highlights



Scope
1

Main sources measured

Greenhouse gas (GHG) emissions, which include all direct emissions from sources that are owned or controlled by the Bank



5369.76
tCO₂e litres



20,880
tCO₂e kg

Steam, heating and Cooling for office use



5369.76
tCO₂e KWh
purchased Electricity



Main sources measured

Emissions represent the indirect greenhouse gas (GHG) emissions associated with the consumption of purchased electricity, steam, heating, and cooling from the national grid.



Scope
2

Scope
3*

Main sources measured

Category 7- Employee Commuting and Category 6- Business Travel



1,529.74
tCO₂e

Category 7:
Employee Commuting



2,131,388
tCO₂eTZS

Category 6:
Business Travel



Strategic Partnerships for Sustained Progress

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



Awards and Recognitions



Global Brands Magazine

Most Sustainable Financial Service Provider- Tanzania 2024



Bonds, Loans & ESG Capital Markets AFrica Awards

Bond of the year Deal in Local Currency



Gazette International Awards

Most Sustainable -Tanzania 2024



Business SDG Awards

NGO's 2nd Runner Up: Planet Category



Tanzania Emerging Youth Awards

Youth lead women empowerment program - CRDB Bank foundation Imbeju Program



02

Sustainability Strategy and Governance



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Our Sustainability Strategy

Sustainability is deeply embedded in the Group's overarching strategy, serving as a cornerstone for long-term growth, sound environmental stewardship, effective risk management, and the cultivation of stakeholder trust. The Bank has developed a focused sustainability strategy that aligns closely with its core operations, integrating environmental, social, and governance (ESG) considerations into all decision-making processes. Transparent ESG reporting is prioritized to ensure stakeholders are well-informed about both progress and challenges. Through this integrated approach, the Bank aims to proactively manage sustainability-related risks and opportunities, reinforcing its position as a responsible and forward-looking financial institution.

This strategic alignment is guided by fundamental ethical principles and a commitment to sustainable performance, ensuring that the Group's business priorities generate positive impacts for stakeholders and contribute to a healthier environment for future generations. By embedding key performance indicators and adhering to industry best practices, the Group ensures that its sustainability initiatives are both measurable and impactful. This comprehensive framework not only supports responsible business practices but also enhances the Group's ability to navigate the complexities of today's global landscape, delivering long-term value and meaningful contributions to society and the planet.

Pillars of our sustainability strategy



Our Governance

Our **Board of Directors** is the driving force behind CRDB Bank's sustainability agenda. They hold ultimate responsibility for our performance in this critical area, providing top-level oversight. This ensures our sustainability efforts are perfectly aligned with our business goals and international best practices, with regular discussions on environmental, social, and climate-related risks and opportunities central to our long-term success.

Board level oversight – “Those charged with governance”

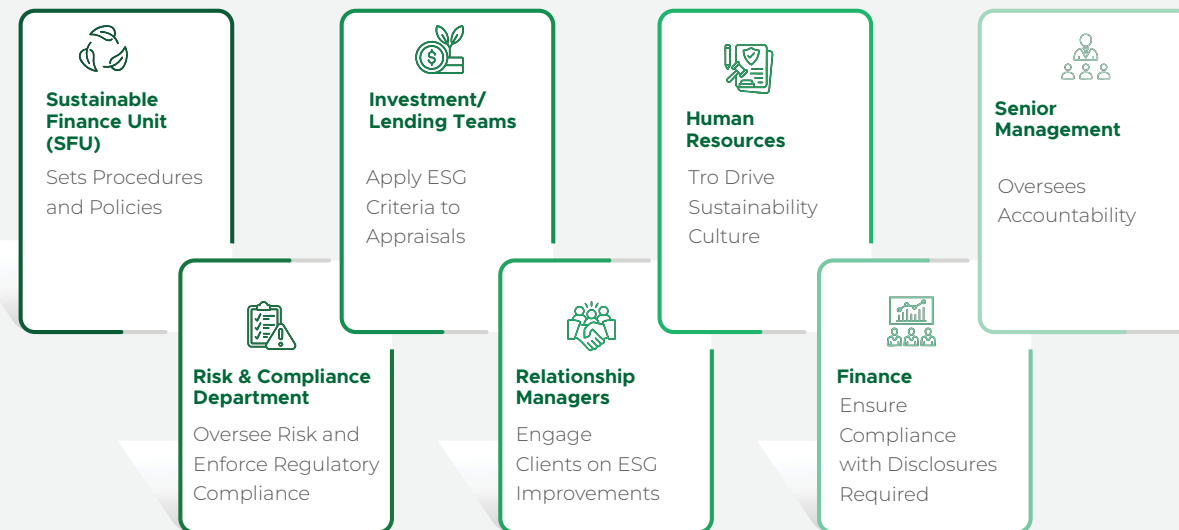
Ultimate responsibility for sustainability resides with the Board of Directors (“Those charged with governance”).



Management Architecture – From Policy to Practice

The Board entrusts the day-to-day execution of strategy to the Group Chief Executive Officer and the Executive Committee, which oversees and integrates sustainability efforts across all functions.

This governance structure ensures that sustainability is embedded into the core of business operations, aligning strategic objectives with environmental, social, and governance (ESG) principles. Through regular reporting and cross-functional collaboration, the Executive Committee drives accountability and continuous improvement in sustainability performance.



The Bank's Robust Governance for Sustainability

Our governance model is designed to ensure that environmental, social, and climate considerations are embedded in every layer of decision-making, from the boardroom to all stakeholders. This commitment reflects the Bank's leadership in driving the sustainability agenda, aligning with the highest international standards, including the IFC Performance Standards and global best practices.

Policies, Systems, and Internal Controls

- Environmental & Social Management System (ESMS)**: Our ESMS is robustly anchored in the Tanzania Environmental Management Act and the IFC Performance Standards, providing the definitive risk taxonomy and screening thresholds applied bank-wide. It integrates comprehensive Environmental and Social Due Diligence (ESDD), including Environmental and Social Impact Assessments (ESIA) for higher-risk transactions. A dedicated Environmental & Social Risk Assessment (ESRA) checklist is a mandatory component of every credit pack, ensuring proactive identification and management of ESG considerations.

- Credit Policy Addendum on Climate Risk**: Updated in 2024, this critical addendum explicitly integrates sector-specific climate risk metrics, prudential concentration limits, and portfolio heatmaps into our lending and risk management decisions.
- Internal Audit and Second-Line Reviews**: Rigorous internal audit and second-line reviews by Risk & Compliance conduct semi-annual sample tests on ESRA documentation; findings are escalated to the Audit Committee and Board for strategic oversight.
- Whistleblower and Code of Conduct**: Our Whistleblower and Code of Conduct ensure that staff and suppliers can report suspected ESG breaches via confidential channels, with a codified zero-tolerance policy for retaliation in our ethics framework.

Robust Grievance Redress Mechanism

CRDB Bank is deeply committed to upholding the highest standards of accountability and transparency in the management of all sustainable and climate-related financial resources. This commitment is underpinned by our comprehensive and robust Grievance Redress Mechanism (GRM), designed to ensure effective oversight of funding from various multilateral and bilateral partners, including but not limited to the Green Climate Fund (GCF).

Our GRM serves as a cornerstone of our responsible financing framework, providing a clear, fair, and accessible pathway for addressing concerns, disagreements, and allegations from all stakeholders. We believe that a well-functioning GRM is vital for fostering a culture of trust, accountability, and continuous improvement, crucial for the long-term success and impact of our sustainable development initiatives.

Key Features of CRDB Bank's GRM:

- Holistic Scope**: Our GRM is designed to address a wide spectrum of grievances, encompassing workplace concerns, operational disagreements, decision-related disputes, and allegations of misconduct or non-compliance across all sustainable funding streams.
- Multi-Channel Accessibility**: Recognizing the diverse needs of our stakeholders, we provide both formal and informal channels for grievance submission, ensuring accessibility and ease of use. These channels are communicated and readily available to all internal and external parties.











- + **Alignment with International Best Practices:** Our GRM is meticulously aligned with the grievance architecture and best practices of leading international development finance institutions and climate funds, including the Green Climate Fund (GCF). This ensures that our mechanism meets global standards for fairness, transparency, and effectiveness.
- + **Fair, Transparent, and Expeditious Resolution:** We are dedicated to resolving all grievances in a timely, impartial, and transparent manner. Our processes are designed to be thorough, ensuring that all perspectives are heard and due diligence is performed.
- + **Trained and Qualified Personnel:** Our dedicated team of professionals responsible for managing the GRM processes are extensively trained and qualified. They possess the expertise to handle sensitive information, conduct investigations ethically, and ensure adherence to all relevant policies and procedures.
- + **Strong Protection for Whistleblowers and Witnesses:** CRDB Bank has a steadfast commitment to protecting individuals who report grievances or provide information. Our GRM includes robust measures to safeguard whistleblowers and witnesses from retaliation, fostering an environment where concerns can be raised without fear.
- + **Commitment to Continuous Improvement:** We regularly review and evaluate the effectiveness of our GRM to identify areas for enhancement. Feedback from stakeholders and lessons learned from grievance resolution processes are integrated to continually strengthen our mechanism.

This robust GRM underscores CRDB Bank's unwavering commitment to sustainability, ethical conduct, and the responsible stewardship of climate-related and sustainable development funding, ultimately contributing to resilient communities and a healthier planet



The Code That Guides Our Operations

As a matter of principle, we uphold ourselves and those we engage with to the highest ethical standards, ensuring that we and they conduct ourselves adhering to a stringent code of conduct, ensuring that our operations remain sustainable, that we are all empowered to have open discussions and make strategic decisions in a conducive environment.

 <p>Service excellence</p> <ul style="list-style-type: none"> Provide excellent service to clients, partners, and colleagues. Value strong and long-term relationships with clients, partners, and colleagues. Strive to understand the needs of clients, partners, and colleagues. 	 <p>Professional behaviour</p> <ul style="list-style-type: none"> Comply with professional standards and applicable laws and regulations Avoid any action that may discredit the Bank. 	 <p>Integrity</p> <ul style="list-style-type: none"> Earn trust by straightforward and honest behaviour in professional and business relationships. Be truthful about the services provided, the knowledge possessed, and the experience gained.
 <p>Fair business practices</p> <ul style="list-style-type: none"> Be committed to fair business practices and 'arm's length' transactions. Respect competitors and avoid unfair competition. 	 <p>Accountability</p> <ul style="list-style-type: none"> Understand one's responsibilities and decisions and assume them without trying to avoid them. Report any relevant misconduct using the proper escalation and clearance protocol. 	 <p>Objectivity</p> <ul style="list-style-type: none"> Be objective in providing services and advice to our customers. Address differences of opinion and handle them constructively and professionally.
 <p>Confidentiality</p> <ul style="list-style-type: none"> Respect the confidentiality of information. Do not misuse information of the Bank, clients or colleagues for personal advantage or the benefit of third parties. 	 <p>Respect & Diversity</p> <ul style="list-style-type: none"> Treat all colleagues with respect, courtesy, and fairness. Encourage and value the diverse mix of people, opinions, and experiences. Promote equal opportunity for all. 	

Risk Management Through a Sustainability Lens

CRDB Bank's ambition to "leave a positive footprint wherever we go and in whatever we do" can only be realised when the voices and expectations of all stakeholders inform every strategic choice. During the year, the Group conducted its The Group recognises that sustainable business success depends on our ability to effectively manage both risks and opportunities in a rapidly evolving global landscape. Our approach to risk management is deeply integrated with our commitment to environmental, social, and governance (ESG) principles, ensuring that we not only protect our assets but also contribute positively to long-term societal and environmental well-being.

Our risk management framework is designed to provide a structured and consistent methodology for identifying, assessing, and mitigating risks across all operations. This includes climate-related risks, regulatory changes, supply chain vulnerabilities, and social impacts, which are increasingly critical in today's sustainability-focused environment.

By embedding sustainability into our risk management processes, we empower our teams to make informed, responsible decisions that align with our strategic objectives and values. This proactive stance enhances our resilience, supports innovation, and enables us to seize opportunities that drive inclusive and sustainable growth.

We foster a culture of accountability and risk awareness, ensuring that sustainability considerations are not only integrated into our governance structures but also into our day-to-day decision-making. In doing so, we aim to build a future-ready organisation that thrives in a dynamic world while contributing to a more sustainable planet.



Stakeholders' engagement and Materiality Assessment

CRDB Bank's ambition to "leave a positive footprint wherever we go and in whatever we do" can only be realised when the voices and expectations of all stakeholders inform every strategic choice. During the year, the Group conducted its most extensive engagement and materiality exercise, aligning the process with the emerging ISSB disclosure standards (IFRS S1 & S2) and the GRI Universal Standards.

Stakeholders Engagement

At CRDB Bank, we are committed to continuous and meaningful engagement with our stakeholders. This ongoing dialogue helps us understand their expectations, anticipate their evolving needs, and integrate their insights into our strategic planning process. By aligning our actions with stakeholder interests, we ensure that our business remains responsive, inclusive, and forward-looking.



Investors / Shareholders

We continue to create substantial value for our shareholders. Our basic earnings per share (EPS) have increased to TZS 211.15, up from TZS 161.90, reflecting our solid financial performance and growth.



Employees

We are a team of 4,251 individuals from various backgrounds, education levels, and experiences. This diversity enables us to provide our customers with a more personalised and meaningful service. We are dedicated to fostering a workplace where everyone feels included and supported, with opportunities to grow, succeed, and maintain wellbeing.



Customers

At CRDB Bank, we take pride in serving over 6 million customers through an extensive network of 259 branches, 684 ATMs, and 36,566 CRDB Wakala agents across the region. Our steadfast commitment to accessibility and inclusion is demonstrated in the design of our infrastructure and the services we offer. We have invested in advanced ATMs fitted with voice-guided systems and braille keypads, enabling visually impaired customers to manage their banking independently and with confidence. These initiatives are part of our broader mission to ensure that every customer can access and benefit from our financial services, regardless of ability.



Working with Our Suppliers

We collaborate closely with our suppliers to encourage them to think beyond mere profits and consider their environmental and social impact. Whenever feasible, we opt for local suppliers when procuring products and services to support the local economy and strengthen partnerships.



Governments and Regulatory Bodies

We strive to meet the highest compliance standards. We also engage in industry and regulatory groups to exchange ideas and contribute to the development of better practices.



Community

We have invested TZS 2.3 billion in Corporate Social Investment (CSI) initiatives centred on education, healthcare, youth development, and women's empowerment. These efforts demonstrate our commitment to creating a lasting positive impact in the communities we serve.

Stakeholders' Engagement

	Shareholders/ Investors	Employees	Customers	Strategic Partners	Suppliers	Regulatory Authorities	Community/ Society
Modes of Engagement	<ul style="list-style-type: none"> Annual General Meeting (AGM) The Annual and Sustainability Reports Shareholders' seminar Quarterly meetings with strategic investors. 	<ul style="list-style-type: none"> Mandatory training on sustainability Awareness from different experts. 	<ul style="list-style-type: none"> Customer visits and awareness sessions. A call centre is there to ensure constant engagement. CRDB website and other social media platforms. Customer satisfaction survey 	<ul style="list-style-type: none"> Regular Meetings 	<ul style="list-style-type: none"> Meetings on sustainability initiatives. Phone calls and surveys. Through onboarding our suppliers 	<ul style="list-style-type: none"> Regular meetings. Policy updates and directives. Mandatory filings with Key Regulators 	<ul style="list-style-type: none"> Through CSI Capacity building, such as the Imbeju program, Uwekezaji Day
Frequency	Annual and quarterly.	Continuously	Continuously	Continuously	Continuously	Continuously	Continuously
Key Concerns and Expectations	<ul style="list-style-type: none"> Compliance Governance and ethical practices Sustainability practices 	<ul style="list-style-type: none"> Compliance. Career development. 	<ul style="list-style-type: none"> Innovative sustainable financial solutions and services. Convenient access to banking services through digital channels. Excellence in client service. Strong cyber risk management 	<ul style="list-style-type: none"> Technical assistance, such as training Funding for green financing Compliance Ongoing improvement in ESG practices 	<ul style="list-style-type: none"> Fair bidding and timely payments Governance and ethical practices. Feedback on the delivery of goods and services Timely settlement of the invoice 	<ul style="list-style-type: none"> Compliance 	<ul style="list-style-type: none"> Financial literacy. Financial inclusion
Our Response	<ul style="list-style-type: none"> Continuous engagement. Continuous improvements in business performance and sustainability practices 	<ul style="list-style-type: none"> Continuous training. Embracing equity, diversity, and inclusiveness. 	<ul style="list-style-type: none"> Awareness of data security and privacy Improvement of products and services to cater for their financial goals Work on the feedback obtained from the survey. Focus on designing sustainable products. 	<ul style="list-style-type: none"> Continuous engagement. Continuous improvements in business performance on sustainability. 	<ul style="list-style-type: none"> The RFP should include sustainability/ESG criteria per the internal Checklist. Whistle-blower policy to ensure good practices. Continuous engagement through meetings Focus on sustainable procurements To influence our supplier to pursue sustainable procurement practices. 	<ul style="list-style-type: none"> Compliance, including formulation of relevant policy, framework and enforcement thereof. 	<ul style="list-style-type: none"> Providing support to our communities and access to financing to address societal needs Partnering with the community to address common social and environmental issues to build a thriving society.

Materiality assessment

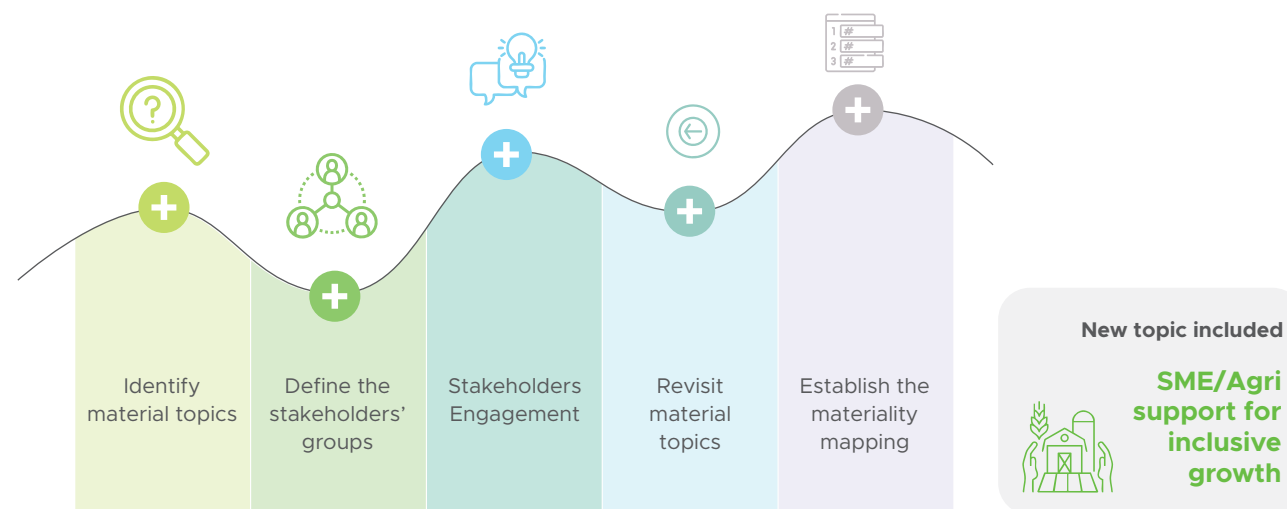
We identify key topics that significantly influence our ability to create long-term value, aligning with GRI Standards and SASB disclosures. These material topics reflect the challenges, risks, and opportunities we face. Our last materiality assessment in 2023 incorporated valuable stakeholder insights into our strategic decisions. In 2024, we updated this analysis to align with our ambition to grow the Green Asset Ratio (GAR), leading to the inclusion of SME and agricultural support as a new material topic for inclusive growth.

Applying a double materiality lens – Design like a quote impact materiality and financial materiality

Consistent with GRI guidance, the assessment was based on a double materiality perspective that considers:



Materiality Mapping process



Materiality Outcomes and the Four-Pillar Approach

CRDB Bank's sustainability agenda is structured around a Four-Pillar approach—People, Planet, Prosperity, and Partnerships. This model operationalises the Bank's purpose: "to leave a positive footprint wherever we go and in whatever we do." Each pillar aligns with the relevant United Nations Sustainable Development Goals (SDGs), ensuring that the Bank's efforts contribute meaningfully to global development priorities.

In 2024, CRDB Bank conducted a comprehensive materiality assessment, consolidating insights from diverse stakeholders to identify key sustainability topics under each of the pillars. Reflecting shifting stakeholder expectations and the Bank's commitment to inclusive economic development, a new material topic, "SME and Agricultural Support for Inclusive Growth", was introduced to strengthen the Prosperity pillar further.

2024 materiality outcomes

The aggregated insights from all relevant stakeholders were consolidated to identify our material topics, which have been organised under the four sustainability pillars: People, Planet, Prosperity, and Partnership. In response to evolving stakeholder priorities, we have also introduced an additional material topic, "SME and Agricultural Support for Inclusive Growth", to reflect our commitment to fostering equitable economic development."

Pillar	Material Topics	SDG Link
Planet 	<ul style="list-style-type: none"> Sustainable finance <ul style="list-style-type: none"> Green Bond utilisation for green projects Implementation of TACATDP Programme ESMS SME/Agri support for inclusive growth Energy efficiency Water management Managing our operational footprint Waste management 	   
People 	<ul style="list-style-type: none"> Employee Wellbeing Diversity, Equity & Inclusion Employee engagement Training and Education Talent management and succession planning Employee performance management Employee value proposition Employee benefits 	   
Prosperity 	<ul style="list-style-type: none"> Financial inclusion & capacity building Digital transformation Data Privacy and Cyber security Community welfare initiatives Customer relationship management. Business ethics 	     
Partnership 	<ul style="list-style-type: none"> Strategic partnership for development Responsible procurement & supply chain 	 



Material Topics Mapped to Value Chain, GRI and capital impacted

The Bank's sustainability initiatives are aligned across three key stages of its value chain: Upstream, Internal, and Downstream. The Upstream stage encompasses the Bank's engagement with suppliers, investors, regulators, and other stakeholders involved in sourcing and resource procurement. The Internal stage focuses on the Bank's core operations, including governance, employee development, operational efficiency, and the implementation of internal policies. The Downstream stage reflects the Bank's impact on customers, communities, and the broader market through its products, services, customer relations, and community development programmes.

Material Topic	Description	Value Chain	GRI Mapping	Capitals Impacted
 Sustainable Finance	The Bank is committed to sustainable finance through initiatives like the Kijani Bond, which funds green projects.	Upstream, Internal, Downstream	GRI 201	Financial, Natural
 Energy Efficiency	Implemented energy-saving measures in its operations, including the installation of LED lights	Internal	GRI 302	Natural, Manufactured
 Water management	Promotes efficient water use and management in its facilities.	Internal	GRI 303	Natural
 Managing our Operational Footprint	The Bank continuously works to reduce its carbon footprint through various environmental initiatives.	Internal	GRI 305	Natural
 Waste management	The Bank has established waste management programs to minimize waste and promote recycling.	Internal	GRI 306	Natural
 Employee Wellbeing	We offer comprehensive wellbeing programs to support the health and wellness of our employees.	Internal	GRI 401	Human
 Diversity, Equity & Inclusion	The bank fosters a diverse and inclusive workplace, ensuring equity for all employees.	Internal	GRI 405	Human, Social and Relationship
 Employee engagement	We actively engage with employees to maintain high levels of satisfaction and productivity.	Internal	GRI 402	Human
 Training and Education	The bank invests in continuous training and education programs for employee development.	Internal	GRI 404	Human, Intellectual
 Talent management and succession planning	The Bank has robust talent management and succession planning strategies to ensure leadership continuity.	Internal	GRI 404	Human
 Employee performance management	The Bank uses effective performance management systems to drive employee success.	Internal	GRI 404	Human

Material Topic	Description	Value Chain	GRI Mapping	Capitals Impacted
 Employee value proposition	We offer a compelling employee value proposition to attract and retain top talent.	Internal	GRI 401	Human
 Financial Inclusion and Capacity Building	The Bank leads in financial inclusion efforts, providing banking services to underserved communities through our Imbeju program and Albarakah	Downstream	GRI 203	Financial, Social and Relationship
 Digital transformation	The bank is at the forefront of digital transformation, enhancing the customer experience through technology.	Internal, Downstream	GRI 203	Intellectual, Manufactured
 Community welfare initiatives	The Bank supports community welfare initiatives aimed at enhancing the quality of life for Tanzanians through our Corporate Social Investment (CSI) programmes.	Downstream	GRI 413	Social and Relationship
 SME/Agri support for inclusive growth	The Bank supports initiatives aimed at capacity building, financial access for agricultural entrepreneurs, and rural SMEs to promote inclusive growth.	Downstream	GRI 413	Social and Relationship
 Customer relationship management	The Bank prioritizes strong customer relationships through excellent service and engagement.	Downstream	GRI 102	Social and Relationship
 Data privacy and Cyber Security	The Bank ensures robust data security measures to protect customer information.	Internal, Downstream	GRI 418	Intellectual
 Business Ethics	The Bank upholds high standards of business ethics and integrity in all operations.	Internal, Downstream	GRI 205	Social and Relationship
 Strategic Partnerships for Development	The Bank forms strategic partnerships to drive development and growth in Tanzania.	Upstream, Downstream	GRI 102	Social and Relationship
 Responsible Procurement & Supply Chain	The Bank practices responsible procurement and maintains a sustainable supply chain.	Upstream	GRI 204	Manufactured, Social and Relationship



03

Planet – Environmental Stewardship & Climate Action



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Managing our environmental footprint



Our commitment to sustainable development is deeply embedded in our operational philosophy. We actively integrate environmental and social sustainability into our core business practices, ensuring that our growth contributes positively to the communities we serve and the ecosystems we depend on. This approach reflects our belief that long-term financial success must go hand in hand with responsible stewardship of natural and social capital.

By aligning our operations with global sustainability standards and national development priorities, The Bank aims to lead by example in promoting environmentally sound and socially inclusive development. We continuously assess and manage the environmental and social impacts of our activities, products, and services, reinforcing our role as a catalyst for sustainable progress across the region.

Understanding Our Emissions Greenhouse Gas Emissions Assessment

As part of our commitment to environmental stewardship and transparent sustainability reporting, the Bank has conducted its first comprehensive assessment of greenhouse gas (GHG) emissions across all three scopes: Scope 1, Scope 2, and Scope 3. This initiative marks a significant milestone in our sustainability journey, laying the groundwork for data driven climate action and long-term emissions reduction strategies.

Scope 1 Emissions

As part of our commitment to environmental sustainability and transparent climate reporting, we have assessed and documented our Scope 1 greenhouse gas (GHG) emissions, which include all direct emissions from sources that are owned or controlled by the Bank. This includes emissions resulting from the operation of bank-owned vehicles and the use of fuel-powered generators across our branches and facilities. Bank-owned vehicles contribute to Scope 1 emissions through the combustion of petrol and diesel during official transportation and logistics activities.

Additionally, generators used to ensure uninterrupted power supply during grid outages emit GHGs through the use of diesel. These emissions are quantified in terms of carbon dioxide equivalent (CO₂e) and form a critical component of our overall carbon footprint. By identifying these emission sources, we aim to implement targeted strategies such as optimising fuel consumption and exploring cleaner energy alternatives for backup power. These efforts are integral to our broader sustainability goals and our alignment with national and international climate action frameworks.

Our calculation Methodology:

The Bank collected data on fuel consumption (in litres) for the year. Greenhouse gas (GHG) emissions were then calculated per the Scope I emission guidelines outlined in the GHG Toolkit, using standard emission factors.

The following emission factors were applied:

Diesel (vehicles – mobile combustion): 2.91 kg CO ₂ e per litre	Petrol (vehicles – mobile combustion): 2.29 kg CO ₂ e per litre	Diesel (generators – stationary combustion): 0.91 kg CO ₂ e per litre
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These factors were used to estimate total greenhouse gas (GHG) emissions from both mobile and stationary sources of fuel combustion.

$$\text{GHG Emissions (tCO}_2\text{e)} = \text{Fuel Quantity} \times \text{Emission Factor}$$

Scope I Motor Vehicle Fuel - Diesel	Emission Output (tCO ₂ e) 2.91	1,600,656.24 Activity Amount (Litres) 4,657.89 (tCO ₂ e)
Scope I Motor Vehicle Fuel - Petrol	Emission Output (tCO ₂ e) 2.29	64,808.00 Activity Amount (Litres) 148.29 (tCO ₂ e)
Scope I Generators- Diesel	Emission Output (tCO ₂ e) 0.91	617,098.22 Activity Amount (Litres) 563.58 (tCO ₂ e)
Emission Factor (kgCO ₂ e/Litre)		Total Scope 1 5,369.76

Scope 2 Emissions

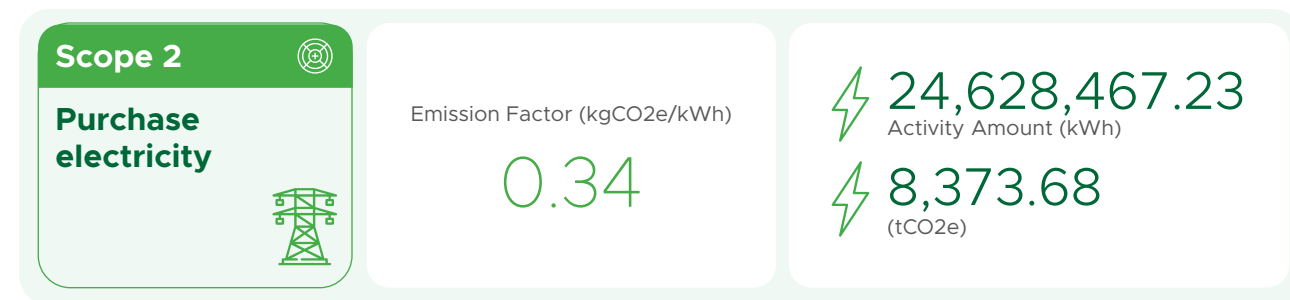
Scope 2 emissions represent the indirect greenhouse gas (GHG) emissions associated with the consumption of purchased electricity, steam, heating, and cooling from the national grid. Although these emissions do not originate directly from the Bank's owned or controlled sources, they are a significant component of our operational carbon footprint, as they result from the energy we consume in our day-to-day operations. The majority of our Scope 2 emissions stem from the electricity used to power our branches, data centers, and head office.

These emissions are typically produced at the utility provider's facilities, where fossil fuels may be used to generate the electricity that we purchase. As part of our sustainability strategy, we continuously monitor and report on our electricity consumption to ensure transparency and accountability. We are also exploring opportunities to reduce our Scope 2 emissions through energy efficiency initiatives, such as upgrading to energy-efficient lighting and equipment, and increasing our reliance on renewable energy sources where feasible. Addressing Scope 2 emissions is essential to achieving our climate goals and aligning with global sustainability standards such as the Greenhouse Gas Protocol and the Task Force on Climate-related Financial Disclosures (TCFD).

Our calculation Methodology:

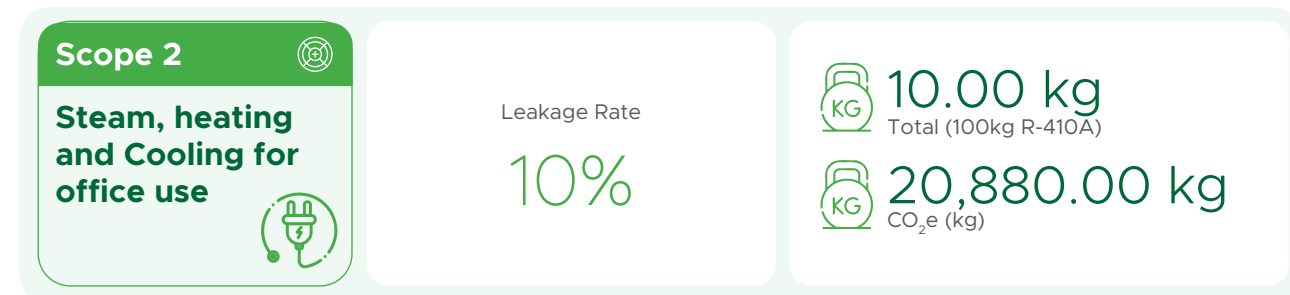
Electricity usage (in kilowatt-hours) was gathered from utility bills. Calculations employed the Tanzanian grid emission factor of 0.34 kgCO₂e/kWh to determine associated CO₂ emissions as stipulated by the National Carbon Monitoring Centre (NCMC), which serves as the central hub for carbon data and reporting:

GHG Emissions (tCO₂e) = Electricity Consumed × Grid Emission Factor



Fugitive emissions

The Bank has estimated the fugitive emissions associated with the use of R-410A air conditioners in 2024. A total of 100 kilograms of R-410A was used, and the calculation is based on a Global Warming Potential (GWP) of 2,088, as defined by the IPCC Fourth Assessment Report (AR4). Assuming an estimated leakage rate of 10%, the corresponding emissions have been quantified to reflect the environmental impact of the usage.



Scope 3 Emissions

This represents the largest share of the Bank's carbon footprint, including all other indirect emissions that occur within the Bank's value chain, both upstream and downstream. For the first time, the Bank has conducted a detailed Scope 3 assessment, evaluating 15 categories as defined by the Greenhouse Gas (GHG) Protocol.

Overview of GHG Protocol scopes 3 categories across the value chain

S/N	Categories	Upstream/ Downstream		Relevant to the Bank
1	Purchased Goods and Services	Upstream	⬆	✓
2	Capital Goods	Upstream	⬆	✓
3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	Upstream	⬆	x
4	Upstream Transportation and Distribution	Upstream	⬆	✓
5	Waste Generated in Operations	Upstream	⬆	✓ - Immaterial
6	Business Travel	Upstream	⬆	✓
7	Employee Commuting	Upstream	⬆	✓
8	Upstream Leased Assets	Upstream	⬆	x
9	Downstream Transportation and Distribution	Downstream	⬇	x
10	Processing of Sold Products	Downstream	⬇	x
11	Use of Sold Products	Downstream	⬇	x
12	End-of-Life Treatment of Sold Products	Downstream	⬇	x
13	Downstream Leased Assets	Downstream	⬇	✓ - Immaterial
14	Franchises	Downstream	⬇	x
15	Investments	Upstream	⬆	✓

Out of the 15 Scope 3 categories, 8 were identified as relevant to CRDB Bank's operations:



The remaining categories were deemed either not applicable or not material to the Bank’s current operations. Notably, “Waste Generated in Operations” and “Downstream Leased Assets” were assessed as relevant but immaterial. This means that while these categories are part of our value chain, their contribution to overall emissions is minimal and does not significantly impact our carbon footprint. Nonetheless, their inclusion reflects our commitment to a thorough and transparent evaluation process.

This foundational assessment enables the Bank to identify key emission hotspots, prioritize reduction efforts, and integrate climate considerations into our strategic planning. As we continue to refine our data and expand our sustainability initiatives, future reports will build on this baseline to track progress and enhance accountability.

Progress on Scope 3 Emissions Measurement and Reporting

In alignment with our commitment to environmental stewardship, we have begun measuring two key Scope 3 emissions categories relevant to our operations: **business travel (Category 6)** and **employee commuting (Category 7)**. This marks an important step in our broader journey to understand and reduce our carbon footprint.

Throughout 2024, our focus was on laying a strong foundation for emissions reporting. We invested in building internal capacity, mapping emissions sources, and establishing robust data collection systems. These efforts are critical to ensuring that our future disclosures are accurate, credible, and aligned with international best practices. Additionally, we have identified emissions from our supply chain and **financed emissions (Category 15)** as priority areas for future measurement and reporting.

Looking ahead, we remain committed to transparency and continuous improvement. In our 2025 Sustainability Report, we plan to expand our disclosures to include the remaining relevant Scope 3 categories.

Our path toward net-zero emissions is both a responsibility and an opportunity. By deepening our understanding of our emissions today, we are better equipped to manage climate-related risks, unlock green financing opportunities, and support our clients and communities in building a more sustainable future.

Our calculation methodology on Employee Commuting Emissions (Category 7)

To estimate greenhouse gas (GHG) emissions from employee commuting, the Bank employed the fuel-based method, which provides a more accurate representation of emissions compared to the distance-based approach. This is because fuel consumption is directly correlated with CO₂ emissions.

The calculation was based on the total expenditure on fuel and the average fuel price, which allowed us to estimate the volume of fuel consumed (in litres). We then applied fuel-specific emission factors expressed in kilograms of CO₂ equivalent per litre (kg CO₂e/litre) to determine total emissions. These factors account for emissions resulting from the combustion of fuels.

We used our emission factor from reputable authority, the U.S. Environmental Protection Agency (EPA), ensuring the reliability and accuracy of our estimates.

The formula used is as follows:

GHG Emissions (tCO₂e) = Fuel Quantity(litres) × Emission Factor



This method aligns with best practices in emissions accounting and supports our commitment to transparent and data-driven sustainability reporting.

Our calculation methodology for Business travel (Category 6)

We have used the spend-based approach to estimate greenhouse gas (GHG) emissions resulting from business travel. This method involves multiplying the total expenditure on transportation by an appropriate emission factor. To ensure the accuracy and credibility of our estimates, we have sourced emission factors from the U.S. Environmental Protection Agency (EPA), a recognised and reputable authority in environmental data.

The transportation expenditure data was obtained directly from our financial accounting systems.

The formula used is as follows:


GHG Emissions (tCO₂e/TZS) = Amount Spent (TZS) × Emission Factor (tCO₂e)



Total Scope 32,131,388

Our approach to reducing emissions

Category	Subcategory	Approach	Description
Scope 1: Direct Emissions	Fuel Combustion in Company-Owned Vehicles	Implement carpooling and route optimisation.	Carpooling and optimising routes can reduce the number of vehicles on the road and fuel consumption.
		Regular maintenance to improve fuel efficiency	Regular maintenance ensures vehicles run efficiently, reducing fuel consumption and emissions.
Scope 1: Direct Emissions	Backup Diesel Generators	Replace with solar or battery backup systems	Solar or battery backup systems provide cleaner alternatives to diesel generators.
Scope 1: Direct Emissions	Refrigerants from Air Conditioning Systems	Switch to low-GWP refrigerants.	Low-GWP refrigerants have a lower impact on global warming compared to traditional refrigerants.
		Regular maintenance to prevent leaks	Preventing refrigerant leaks through regular maintenance reduces emissions.
		Upgrade to energy-efficient HVAC systems.	Energy-efficient HVAC systems consume less energy and reduce emissions.
Scope 2: Indirect Emissions from Purchased Electricity	Electricity in Branches, ATMs, Data Centres, and the Head Office	Invest in renewable energy sources	Using renewable energy sources, such as solar panels, reduces reliance on fossil fuels.
		Implement energy-efficient lighting by using LED lighting.	Energy-efficient lighting consumes less electricity, reducing emissions.
Scope 3: Other Indirect Emissions	Purchased Goods and Services	Source from environmentally responsible suppliers	Choosing suppliers with sustainable practices reduces indirect emissions.
		Include sustainability criteria in procurement policies.	Procurement policies that prioritize sustainability help reduce emissions.

		Encourage suppliers to disclose and reduce their emissions.	Transparency and reduction efforts from suppliers contribute to overall reductions in emissions.
Scope 3: Other Indirect Emissions 	Capital Goods	Choose low-carbon construction materials	Low-carbon materials reduce emissions associated with construction.
		Prioritise energy-efficient equipment and infrastructure.	Energy-efficient equipment and infrastructure reduce emissions during operation.
		Extend the lifecycle of assets through maintenance and reuse	Maintaining and reusing assets reduces the need for new production, thus reducing emissions.
Scope 3: Other Indirect Emissions 	Upstream Transportation and Distribution	Partner with low-emission logistics providers	Choosing logistics providers with low-emission practices reduces transportation emissions.
		Optimise delivery routes and consolidate shipments.	Optimising routes and consolidating shipments reduces fuel consumption and emissions.
		Shift to rail or sea transport where feasible	Rail and sea transport have lower emissions compared to road transport.
Scope 3: Other Indirect Emissions 	Waste Generated in Operations	Implement recycling as part of our waste management practice.	Recycling and composting reduce waste and associated emissions.
		Reduce paper and plastic use in offices	Reducing paper and plastic use minimises waste and emissions.
Scope 3: Other Indirect Emissions 	Business Travel	Promote virtual meetings and remote collaboration	Virtual meetings and remote collaboration reduce the need for travel and associated emissions.
		Encourage the use of public transport or carpooling.	Using public transport or carpooling reduces emissions from business travel.
Scope 3: Other Indirect Emissions 	Employee Commuting	Support flexible work arrangements	Flexible work arrangements reduce the need for commuting and associated emissions.
Scope 3: Other Indirect Emissions 	Downstream Leased Assets	Improve energy efficiency in leased properties	Energy-efficient leased properties consume less energy and reduce emissions.
Scope 3: Other Indirect Emissions 	Investments	Integrate ESG criteria in investment decisions	ESG criteria prioritize sustainability and reduce emissions from investments.
		Divest from high-emitting sectors.	Divesting from high-emitting sectors reduces indirect emissions.

Data Quality

A core challenge in reducing carbon emissions lies in accurately measuring them, particularly for Scope 3 emissions, which encompass those from our supply chain and financed activities. These emissions are outside our direct operational control, making data collection and validation more complex.

To address this, we are actively working to improve both the quality and coverage of our emissions data. This involves refining our methodologies for calculating Scope 3 emissions, engaging with suppliers and partners to increase transparency, and integrating more reliable data sources.

Our goal is to develop a more comprehensive emissions inventory that supports informed decision-making and enhanced accountability. Over time, we aim to achieve independent limited assurance over a larger share of our Scope 3 emissions, reinforcing the credibility of our climate reporting and progress.

Building a Greener Future:



Ramla Msuya

Head of Sustainability Programmes

2024 proved transformative as we turned our sustainability roadmap into field-level action. Through the Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP) - a USD 200 million partnership with the Green Climate Fund; the first USD35 million tranche is already at work: TZS 248 million disbursed and more than TZS 80 billion queued for concessional loans, weather-index insurance and technical assistance that shield smallholders from climate shocks. Awareness drives across 23 branches have trained over 1,000 farmers and triggered 437 loan applications, confirming strong demand for climate-smart finance.

Our oversubscribed Kijani Bond raised TZS 171.826 billion, anchoring CRDB at the centre of East Africa’s green-finance ecosystem. Already, 44% of proceeds—TZS 75.4 billion—are energising solar power, sustainable agriculture and other renewables, delivering 5.15 MW of new capacity, 14 GWh of clean electricity, 40 green jobs and 13.8 kt CO₂-e avoided annually. The unallocated balance is earmarked for LEED-aligned buildings, efficiency retrofits and low-carbon transport now under appraisal.

Looking ahead, access to Project GAIA’s USD1.5 billion blended-finance window and a forthcoming sustainability-linked bond programme will ensure catalytic capital keeps pace with our growing pipeline of adaptation, mitigation and inclusive-growth projects. Our mandate is clear: deploy every shilling where it multiplies resilience, prosperity and planetary health.



Sustainable Finance

We are committed to supporting the shift to a low-carbon economy through innovative, sustainable, and environmentally responsible financial practices. Our strategic focus is on funding initiatives that reduce environmental and social impacts while promoting long-term sustainability.

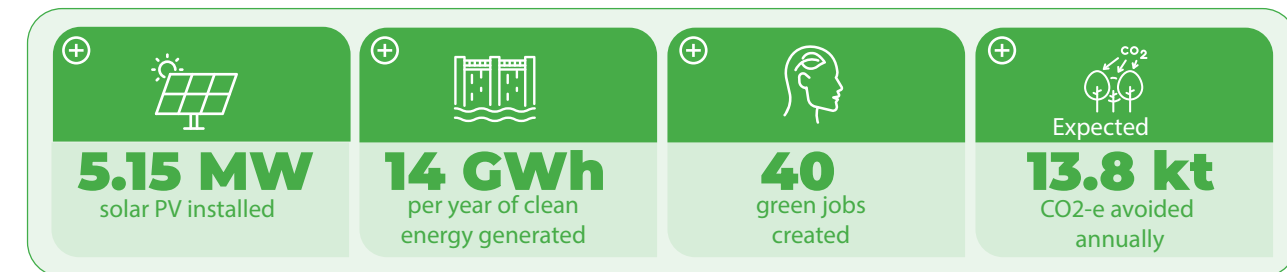
In 2023, we launched the Kijani Bond, a green financial instrument designed to fund eco-friendly projects aligned with our mission. This initiative reflects our proactive stance on climate action and has attracted environmentally conscious investors and customers who share our vision for a sustainable future.

Green bond utilisation















Mobilising TZS 171.826 billion (US\$68.3 million) through our oversubscribed Kijani Bond has positioned CRDB Bank at the centre of East Africa's green-finance ecosystem. Already, 44 per cent of the proceeds are powering high-impact projects in sustainable agriculture and renewable energy - sectors chosen for their capacity to decarbonise value chains while lifting rural livelihoods. This approach not only diversifies our balance sheet but also crowds in private capital eager for credible green pipelines.

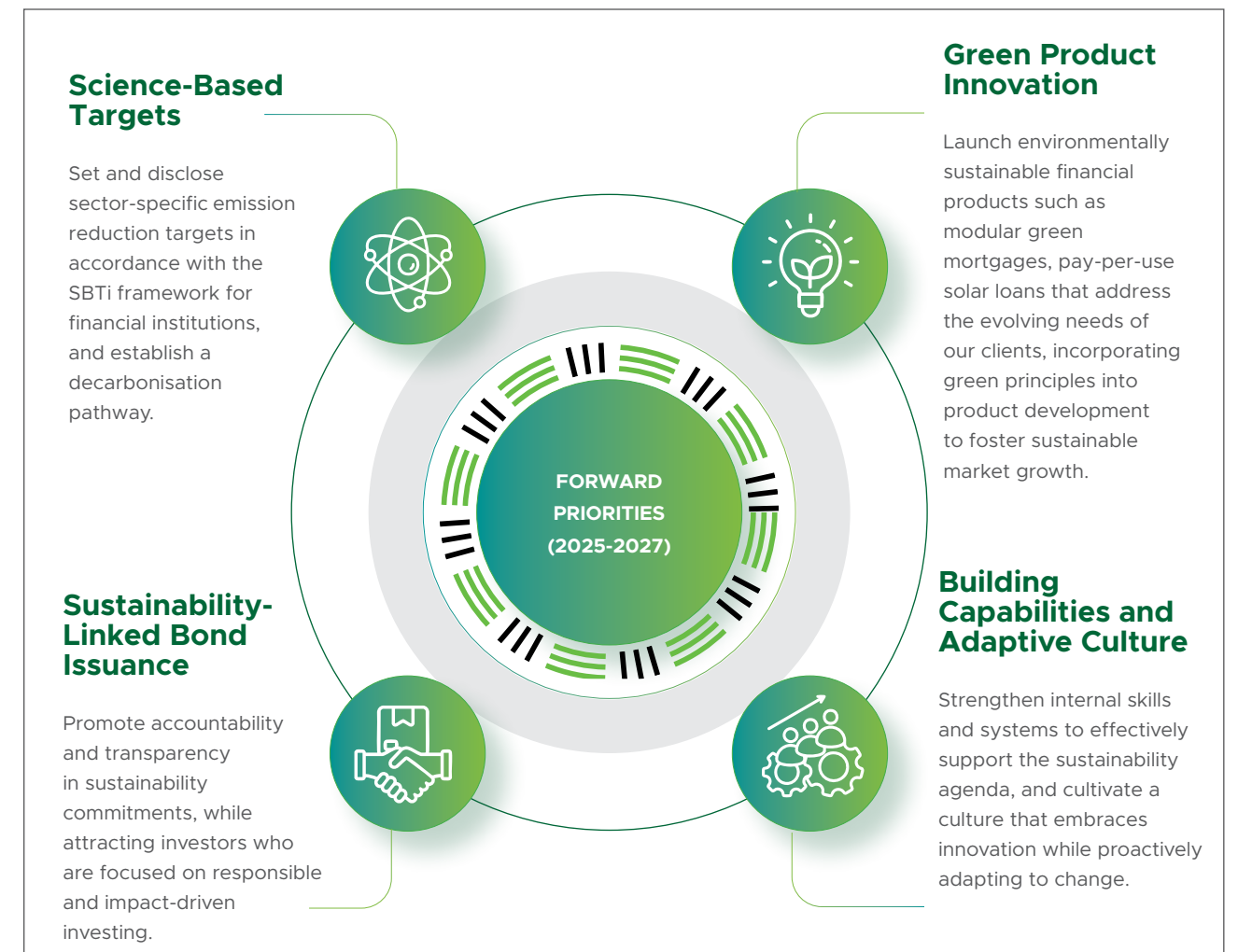
Alongside the bond, TZS 75.5 billion (US\$30 million) in refinanced and new loans is equipping farmers with climate-smart inputs and technology, driving higher yields with a lighter environmental footprint. Each intervention is tagged to priority SDGs—Affordable & Clean Energy (7), Climate Action (13), Decent Work & Growth (8), Zero Hunger (2), and Responsible Consumption & Production (12)—ensuring transparent impact tracking and alignment with global goals. The unallocated balance is reserved for a pipeline of green-building, energy-efficiency, low-carbon transport, and water-management projects, allowing us to respond quickly as opportunities mature. Through this disciplined capital-allocation strategy, the Bank is turning sustainable-finance ambition into measurable environmental, economic, and social value.

Eligible Activities	Number of loans	Amount in TZS Million	Status
Agriculture adaptation	8	68,800	Refinanced
Agriculture adaptation	2	5,500	New Disbursed
Renewable energy	1	1,174	New Disbursed
Total Eligible activities	11	75,474	



Green financing pipelines

Category	2024 pipeline highlights	SDG link
Green buildings 	Two commercial mortgages under appraisal for LEED Gold compliance	 
Energy efficiency 	Approved TZS 4 bn lighting-retrofit facility for a Dar es Salaam industrial estate; pipeline of textile mill upgrades under preparation	 
Water & waste management 	Structured a PPP term-sheet for a Dar coastal wastewater to energy plant (sign-off expected H12025)	 
Clean transport 	Launched design for an EV-fleet financing product with importers of electric two-wheelers and buses; first disbursements expected 2025	 
Forestry & fisheries 	Mandated lead arranger for a 5,000 ha agro-forestry and land-restoration project in Southern Highlands	



Driving Climate Resilience Through Strategic Finance and Policy Leadership



Kenneth Kasigila

Head of Policy Advisory & Climate Finance

At CRDB Bank, we believe that climate finance is more than just risk mitigation; it's a powerful catalyst for inclusive and sustainable economic growth. As Head of Policy Advisory and Climate Finance, my commitment is to embed climate considerations deeply within our investment strategies, product innovation, and risk management. By strategically aligning our financial approaches with Tanzania's national development agenda and global climate objectives, we are actively

promoting a just transition that prioritises community well-being, conserves our precious ecosystems, and fosters enduring resilience for the future.

Our mission is significantly amplified through strategic engagement. We are proactively collaborating with government bodies, development partners, and private sector leaders to cultivate supportive policies and mobilize essential capital for impactful climate-smart investments. These critical partnerships enable us to co-create innovative financing solutions, shape progressive regulatory frameworks, and scale up initiatives that drive meaningful change.

A Strategic Alliance for Sustainable Development

The collaboration between CRDB Bank and MUFG Bank through project GAIA represents a pivotal step in addressing the critical need for sustainable infrastructure in Tanzania. Project GAIA will provide long-term loans to climate adaptation and mitigation projects across emerging markets; US\$1.5 Billion Blended Finance to Accelerate Climate Projects Across 19 Developing Countries, including Tanzania.

Project GAIA's new approach will work by encouraging the collaboration of public and private sector entities and creating a pathway that closes the climate finance gap.

The platform will also ensure that country ownership is prioritised and aligned with national climate objectives and local circumstances.

Given the importance of country ownership and expertise, the collaboration between Project GAIA and CRDB Bank is a crucial step in advancing Tanzania's development goals while promoting environmental sustainability. CRDB Bank plays a critical role in channelling and identifying projects aligned with Tanzania's climate ambitions.

This collaboration not only underscores the institutions' commitment to fostering economic growth and sustainability but also highlights the urgent need for investments in infrastructure that can withstand the challenges posed by climate change.



Strategic Engagement at COP29

Our participation at COP29 in Baku, Azerbaijan, exemplified CRDB Bank's leadership in climate finance. We joined various multilateral discussions to share insights on impact evaluation, policy integration, and the practicalities of scaling up climate finance. A noteworthy engagement was at the Namibia Pavilion, where we explored the relevance and lessons learned from the LORTA approach to conducting impact evaluations.

We also contributed perspectives on best practices for financing Nationally Determined Contributions (NDCs) at a side event hosted by the COP29 Presidency and the Coalition of Finance Ministers for Climate Action. Beyond these high-level dialogues, our collaboration at the CARICOM Pavilion in support of Jamaica's Blue Green Facility (BGF) advanced discussions on channelling concessional capital to climate-related investments across the Caribbean.

CRDB Bank's Role in Advancing Clean Cooking and a Just Energy Transition

We are committed to supporting Tanzania's transition to a sustainable energy future, aligning with the government's vision and the global agenda on sustainability initiatives. The Bank acknowledges clean cooking as essential for environmental sustainability, public health, and social equity. Group CEO Abdulmajid Nsekela's involvement in the International Energy Agency forum emphasises the bank's role in promoting financial sector engagement in climate solutions.

During the year, the Bank invests in awareness campaigns and capacity-building initiatives, particularly aimed at women affected by traditional cooking methods. By enhancing access to affordable cooking solutions, the Bank helps to reduce indoor air pollution, mitigate deforestation, and improve health outcomes. These initiatives align with Tanzania's Clean Cooking Strategy and the global Sustainable Development Goals, demonstrating the Bank's commitment to inclusive and sustainable development.



Enhancing Climate Resilience in Tanzanian Agriculture

CRDB Bank Plc remains at the forefront of sustainable finance by actively supporting the Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP). The Bank’s leadership in this initiative was underscored during the 2024 visit by the Green Climate Fund’s Independent Evaluation Unit (IEU), conducted under the Learning-Oriented Real-Time Impact Assessment (LORTA) initiative. This evaluation focused on measuring the real-time impact of TACATDP in strengthening climate resilience across Tanzania’s agricultural sector.

The mission convened a diverse group of stakeholders, including senior representatives from the Vice President’s Office (Environment), the Ministry of Agriculture, and academic experts from Sokoine University of Agriculture. Field visits to paddy farms and engagements with grassroots institutions such as Salome SACCOS and AMCOS offered critical insights into the programme’s on-the-ground impact. These interactions highlighted the programme’s role in equipping farming communities with climate-resilient technologies and inclusive financial services as key pillars for fostering long-term agricultural sustainability.

This collaborative, multi-stakeholder approach reflects a shared commitment to building a more resilient, inclusive, and sustainable future for the communities we serve.



Implementation of the TACATDP Programme

“Impactful GCF adaptation Funded Programme”

The Bank is implementing the Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP), a major initiative for climate resilience and sustainable development. With US\$100 million from the Green Climate Fund and an equal co-financing commitment from the Bank, the first US\$35 million tranche is already in use supporting agricultural adaptation, Weather Index Insurance subsidies, and technical assistance. By December 2024, TZS 248 million had been disbursed, with over TZS 80 billion in the pipeline.

Backed by MoUs with the Ministry of Agriculture and partnerships with key stakeholders like FSDT, VPO, NIC/TIRA, and TMA, the programme is already delivering tangible impacts across Tanzania’s climate-vulnerable communities.



Raising Awareness for Effective Implementation

One of the programme’s key success stories has been the effective creation of awareness among target groups regarding lending opportunities and technological adaptation. Through a series of targeted awareness initiatives across various regions and stakeholder groups, the programme has successfully enhanced understanding and engagement surrounding climate-smart agriculture, while also promoting access to finance and the adoption of innovative technologies. These efforts have played a critical role in supporting the programme’s implementation and encouraging institutional collaboration.


Region/Group	Awareness Activity	Outcome/Impact
Central Zones	Dissemination of climate-resilient technologies (drought-resistant seeds, irrigation, water management)	 Improved farming stability and productivity
National & Zonal	Training workshops for farmers, extension officers, and bank staff	 Enhanced institutional understanding of climate finance.
Highlands Zone	Physical awareness sessions in 10 out of 23 branches	 1,000+ community members reached; 437 loan applications; 15 new groups benefited from GCF support.
Zanzibar (Unguja Island)	Full awareness coverage; meetings with extension officers	 Improved stakeholder engagement.
Coastal Mainland	Initial awareness groundwork	 Laid the foundation for sustainable agriculture financing
Trianon Spice Farmers (Muheza, Tanga)	Awareness campaigns led to AMCOS	 Qualified for GCF funding for storage facility
Bajuta Farmers (Mbulu, Manyara)	Awareness on improved seed varieties	 800 farmers adopted seeds; improved yields and livelihoods
Endanoga Farmers (Manyara)	Training on value addition	 Reduced post-harvest losses; better market outcomes
Bank Branches & Support Departments	Internal awareness and capacity building	 Improved alignment with TACATDP; proactive support for smallholders

Our Success Stories

CASE STUDY PROFILING FOR CRDB BANK'S GREEN LOAN BENEFICIARIES UNDER THE 2024 TACATDP PROGRAM

The following are captured brief case study alignment of TACATDP loan beneficiary stories from Ilula Branch, Iringa (CRDB Bank Central Zone) and Mwanza Lake zone.



TZS 14.5 million 

Concessional Adaptation & Resilience in Agriculture (ARA) loan in December 2024

CASE STUDY 1: Ilula, Kilolo Iringa Region

Success Story: Ms. Tulia Barton Mkwama – A Woman Championing Resilient Agriculture through TACATDP Support

Ms. Tulia Barton Mkwama, a dedicated smallholder farmer from Ilula in Kilolo District, Iringa Region, is a remarkable example of how climate-resilient financing is transforming lives under CRDB Bank's TACATDP program. As climate shocks intensify in one of Tanzania's most productive grain and horticulture belts, Ms. Tulia faced unpredictable rainfall

and rising temperatures that threatened her maize yields. However, since receiving a TZS 14.5 million concessional Adaptation Resilient in Agriculture (ARA) loan in December 2024, she invested in drought-tolerant improved maize seeds and modern farm care techniques. The result has been outstanding her maize yield and she anticipates harvesting bag increase .

Through her bold uptake of the TACATDP ARA loan, Ms. Tulia not only stabilized her production amid erratic weather but also inspired other women in Ilula to pursue farming as a viable, empowering path. Ilula is widely recognized for cereals, tomatoes, onions, and avocado farming, and Ms. Tulia is now a key voice within her local bounty-helping group, guiding fellow women on how to access CRDB's tailored loans and adopt climate-smart agriculture. Her use of improved inputs and proper timing in farming activities demonstrates the real-life application of adaptation finance, helping mitigate losses and secure better returns for smallholder farmers especially women who are often left out of traditional financing.

Ms. Tulia's story reflects CRDB Bank's commitment to inclusive green finance and the TACATDP program's mission to expand loan access to women and youth while de-risking their livelihoods from climate change. Her leadership and success have delivered direct benefits to 45 people, including 6 direct beneficiaries and 39 Indirect beneficiaries, and created ripple effects through engagement of post-harvest handlers, input suppliers, and support workers. By openly sharing her journey, Ms. Tulia is calling on more women to step forward and utilize TACATDP ARA loans to secure their farms, boost food security, and uplift entire rural economies proving that with the right tools, farming is not just a necessity, but a path to prosperity.



TZS 14.25 million

Concessional Loan Approved by CRDB Bank

CASE STUDY 2: Ilula, Kilolo Iringa Region

Success Story: Mr. Remy Jafari Msigwa – Climate-Resilient Innovation through TACATDP Loan Support

Mr. Remy Jafari Msigwa is now a local inspiration, especially to youth and smallholder farmers. With the motivational slogan in swahili "Kilimo sio Mateso" (Farming is not Suffering), naming his farm as Mkinga-Nusu farm, he champions agriculture as a viable, dignified livelihood. He urges young people and women to access TACATDP's concessional loans to boost food security, increase household income, and fight hunger through sustainable practices. His success underlines CRDB's commitment to inclusive green finance, proving that with the right support, smallholders can lead the way in building a climate-resilient agricultural future.

Mr. Remy Jafari Msigwa, a 34-year-old innovative smallholder farmer from Ilula, Iringa, exemplifies how climate-smart agriculture combined with access to concessional financing can transform rural livelihoods. With the backing of CRDB Bank through the Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP), he obtained a TZS 14.25 million loan to enhance his maize production and diversify into crops like avocado, banana, and various vegetables. By adopting improved seeds and sustainable farming methods promoted by TACATDP, he successfully doubled his maize yield—from 8 to 20 bags per acre—despite unpredictable weather patterns.

Ilula, a productive agricultural hub, has faced increasing threats from climate change, such as higher temperatures and irregular rainfall, which pose risks to food systems. In response, Mr. Remy implemented smart adaptation techniques, including solar-powered borehole irrigation, crop rotation, and climate-resilient seed varieties. His use of renewable energy and precision farming not only mitigated the effects of drought but also promoted environmental sustainability.

His success story highlights CRDB's dedication to inclusive green finance, showcasing how small-scale farmers can drive climate-resilient agriculture when given proper support. Mr. Remy advocates for farming as a respectable and profitable career and encourages youth and women to take advantage of TACATDP's concessional loans to strengthen food security and raise household incomes. His efforts have positively impacted over 120 people directly and indirectly particularly young people and women involved in primary crop production to post-harvest processes and irrigation services, along with many others indirectly through local value chains and seasonal employment.



TZS 20 million

Concessional Loan Approved by CRDB Bank

CASE STUDY 3: Mwanza

Success Story: Mr. Enos Luzuga Ntambulwa – Advancing Climate-Resilient Agribusiness Through TACATDP Support

Mr. Enos Luzuga Ntambulwa, a progressive medium-scale farmer based in Kinoja Village, Kwimba District in Mwanza Region, exemplifies the transformative power of adaptation-focused finance under CRDB Bank's Tanzania Agriculture Climate Adaptation Technology Deployment Programme (TACATDP). Managing over 40 acres of farmland, Mr. Enos engages in a diversified agribusiness

model encompassing paddy, maize, and horticulture cultivation, along with agro-processing and stock trading. In December 2024, he accessed a TZS 20 million TACATDP concessional loan, which provided critical working capital for purchasing 300 bags of paddy from 300 smallholder producers, enabling inclusive supply chain linkages and value addition at the local level.

Faced with increasing rainfall variability and drought episodes, Mr. Enos invested the TACATDP loan to bolster his climate resilience—purchasing improved paddy seeds, minimizing use of chemical fertilizers, and employing laborers for timely farm operations. These adaptation measures led to a dramatic productivity increase from 40 to nearly 200 bags of paddy, demonstrating the role of concessional finance in enabling sustainable intensification. Moreover, the loan allowed Mr. Enos to sustain his rural milling and grain-chopping services, benefiting hundreds

of households across Kwimba District with local food access and income opportunities. By enhancing post-harvest processing capacity, his business is now a key node in the climate-adapted local value chain.

Beyond improving his farm's adaptive capacity, Mr. Enos is now on track to meet multiple household development goals including school fees, home renovations, and income-generating property expansion. His success story illustrates TACATDP's core objective: empowering agricultural actors especially small and medium enterprises—across the value chain to withstand climate shocks while building wealth and food security. He strongly encourages fellow farmers and agro-processors to seize this rare opportunity offered by CRDB Bank's Adaptation Resilient Agriculture (ARA) lending facility, emphasizing that concessional adaptation loan from TACATDP only about survival, but about scaling inclusive, climate-smart farming for future prosperity.



CASE STUDY 4: Mwanza

Success Story: Mr. Emmanuel Michael Lyandi – Climate Adaptation Through Solar-Powered Resilience Farming

Mr. Emmanuel Michael Lyandi, a retired government officer turned passionate smallholder farmer from Misasi Village, Misungwi District in Mwanza Region, has become a role model in climate-smart agriculture through CRDB Bank's TACATDP concessional lending facility, supported by the Green Climate Fund (GCF). Faced with erratic rainfall and shifting planting seasons caused by climate change, Mr. Lyandi implemented a range of adaptive practices—mixed farming, crop rotation, surface irrigation, minimum tillage, and the use of improved seeds—to strengthen

food production and income stability on his small farm. Recognizing the increasing threat of rain-fed dependency, he approached CRDB Bank and successfully secured a TZS 7.88 million loan under the TACATDP Adaptation Resilient Agriculture (ARA) financing window in December 2024.

The facility enabled Mr. Lyandi to install solar panels, a 3,000-litre water tank, climate-smart irrigation infrastructure, and purchase improved seeds and organic manure. With these inputs, he transitioned into irrigated farming and expanded productivity—increasing onion harvests from 10 to 30 bags and paddy yields from 10 to 60 bags on a modest farm plot. By hiring local labor and investing in sustainable infrastructure, Mr. Lyandi not only improved his household income but contributed to rural employment and gender-inclusive resilience. With water now available year-round, he confidently states, "I no longer wait for the rain season to plant and harvest." His success embodies the intended ESG outcomes of CRDB Bank's climate finance strategic focus including enhancing environmental sustainability, empowering smallholders, and reducing vulnerability to weather shocks.

Going beyond personal transformation, Mr. Lyandi has become an advocate for adaptation awareness by mobilizing fellow villagers and displaying the transformative impact of climate finance. His future plans, include expanding irrigation coverage to grow more high-value, drought-resilient crops. He urges stakeholders to increase outreach and financial literacy so more Tanzanians can access ARA-financed adaptation interventions. His story reflects the core mission of TACATDP and CRDB's ESG strategy in agriculture which include among others delivering inclusive, scalable solutions that enable smallholders to thrive amidst climate variability, while promoting energy efficiency, food security, and rural prosperity.

Bank's ESMS Performance

The Bank has continued to enhance its Environmental and Social Management System (ESMS) to better support our clients in aligning with sustainability goals and ensuring compliance with national and international standards. In line with the Environmental Management Act (CAP. 191), 2004 and the International Finance Corporation's Performance Standards (IFC PS 1–8), the bank has implemented robust processes that integrate environmental and social considerations into lending and investment decisions. Moreover, the bank's ESMS has been enhanced to explicitly integrate climate risk alongside environmental and social dimensions, reflecting global best practices and the increasing importance of climate-related financial disclosures.

ESMS workflow



SME/Agri support for inclusive growth

During the year, the Bank strengthened its commitment to inclusive economic development by expanding its support for Small and Medium Enterprises (SMEs) and the agricultural sector, key drivers of Tanzania's socio-economic transformation. Through its SME banking division, CRDB expanded tailored financial solutions and capacity-building programs, enabling thousands of entrepreneurs, particularly women and youth, to access affordable credit and digital banking tools. In agriculture, the Bank disbursed over TZS 2.01 trillion in agribusiness financing, which includes climate-resilient farming and the development of value chains. Notably, the launch of the TACATDP program, with a budget of USD 200 million, expected to benefit more than 1.2 million direct and 4.9 million indirect beneficiaries mainly small-holder farmers by promoting modern agricultural practices. These efforts reflect the Bank's commitment to fostering economic empowerment, enhancing resilience, and ensuring that growth reaches the grassroots.



Energy Efficiency

Our greenhouse gas emissions primarily stem from the consumption of purchased electricity and the use of diesel and petrol in standby generators across our operations. Recognizing the environmental impact of these energy sources, we have taken deliberate steps to reduce our energy consumption significantly. This includes the widespread adoption of energy-efficient technologies such as LED lighting, inverters, and motion sensor systems that automatically regulate lighting based on occupancy. These initiatives are part of our broader sustainability strategy to minimise our carbon footprint while promoting responsible energy use throughout our facilities.

A key example of our commitment to sustainability is reflected in the design of our headquarters building, which was constructed with energy efficiency and environmental responsibility in mind. The building incorporates extensive use of glass, maximising natural daylight and reducing reliance on artificial lighting during daytime hours. This architectural choice enhances indoor comfort and substantially reduces energy consumption and associated carbon emissions. By integrating sustainable design principles into our infrastructure, we are creating workspaces that are both environmentally friendly and operationally efficient, reinforcing our dedication to a greener future.

Hybrid Solar ATM Initiative

In 2024, the Bank initiated a pioneering pilot project to enhance its ATM network's sustainability and reliability by integrating hybrid solar energy solutions. This innovative approach combines off-grid solar systems with TANESCO grid power, ensuring continuous ATM operations even during periods of load-shedding. The pilot installation, launched in Makele, Kigoma, has already demonstrated tangible benefits, saving approximately 5 kWh of electricity daily from the national grid. This initiative reduces operational costs and ensures uninterrupted access to banking services, particularly in underserved and remote areas, reinforcing the Bank's commitment to financial inclusion and customer service excellence.

The Bank envisions scaling this hybrid solar solution to cover 600 ATMs over the next decade as part of its broader Environmental, Social, and Governance (ESG) strategy. This long-term investment is projected to reduce grid electricity consumption by approximately 10.95 million kWh and mitigate approximately 7,300 tons of CO₂ emissions. Beyond environmental impact, the project supports social development by expanding reliable banking access. This initiative reflects the Bank's dedication to climate resilience, operational efficiency, and inclusive economic growth across Tanzania.

Bank's Smart Sensor Taps: Advancing Water Efficiency

As part of our broader sustainability agenda, we have implemented smart sensor taps across washrooms at our headquarters and selected branches to promote responsible water usage. These automated taps are designed to optimise water flow by activating only when needed, significantly reducing wastage and enhancing hygiene. At the Headquarters, which serves approximately 1,400 people daily, this initiative has led to a remarkable 37% reduction in water consumption, translating to daily savings of 5,550 litres and an estimated annual conservation of nearly 2 million litres. This efficiency is achieved by eliminating manual tap operation, preventing leaks, overuse, and unnecessary water flow.

Beyond water savings, the initiative delivers multiple environmental and operational benefits. Reduced water usage lowers utility costs and eases demand on municipal water systems, while the touch-free design supports public health by minimizing contact and contamination risks. The project aligns with CRDB's Environmental, Social, and Governance (ESG) goals—contributing to SDG 6 (Clean Water and Sanitation), promoting employee and customer well-being, and demonstrating leadership in sustainable infrastructure. With strong potential for replication across the Bank's branch network, this solution represents a scalable model for advancing resource efficiency and environmental stewardship.



Our total water consumption in litres in 2024 decreased by 4.2% to 248 from 259 litres in 2023.

We have also implemented water filtration and purification solutions at our headquarters to eliminate the use of non-biodegradable plastic bottles. The first phase of this initiative was implemented in 2023, and will be implemented at other bank outlets in 2025.

Green building certification

Our head office building underwent independent verification in 2023 using IFC's EDGE certification framework. In 2024, our Bank was awarded a "Green Building Certification" after achieving the required minimum efficiencies of 20% in three key EDGE indicators: energy savings of 21%, water savings of 21%, and a reduction of 27% in embodied carbon in materials. This certification signifies that the building has demonstrated at least 20% operational savings.

These certifications are granted by third-party organizations, which establish benchmarks for measuring a building's sustainability. Achieving EDGE certification goes beyond simply implementing sustainable practices; it reflects a commitment to enhancing our environment and inspiring others to improve their sustainability efforts. Our building has been recognized as designed, constructed, and operated in an environmentally friendly and responsible manner.



Reduction of paper usage through digital transformation

As part of our ongoing sustainability initiatives, we have reduced paper usage by embracing digital transformation across our banking services. Implementing digital banking platforms, including mobile and internet banking and ATM services, has minimised the need for physical documentation and in-branch transactions. Additionally, we have streamlined internal operations through automated processes, reducing reliance on manual paperwork. These efforts enhance operational efficiency and contribute to our environmental goals by cutting down on paper consumption.

A key milestone in our paper reduction strategy was the successful deployment of the paperless solutions “Optima” and “Savvy Flow,” which have digitised document management and approval workflows. This initiative has played a pivotal role in achieving a 21% reduction in paper usage, with the number of reams used dropping from 22,535 in 2023 to 17,810. By integrating technology-driven solutions and fostering a culture of sustainability, we continue to make meaningful progress toward reducing our environmental footprint while improving service delivery and operational agility.

Waste Management Practices

We pride ourselves on maintaining effective waste management systems aligned with local and national regulations to ensure responsible waste collection, recycling, and disposal. We have a contract with Dar es Salaam-based waste management company, The Recycler – Waste Management and Recycling, which offers waste management and recycling solutions for waste streams in Tanzania.

As part of our waste management initiatives, the following were carried out:

Waste recycled in 2024

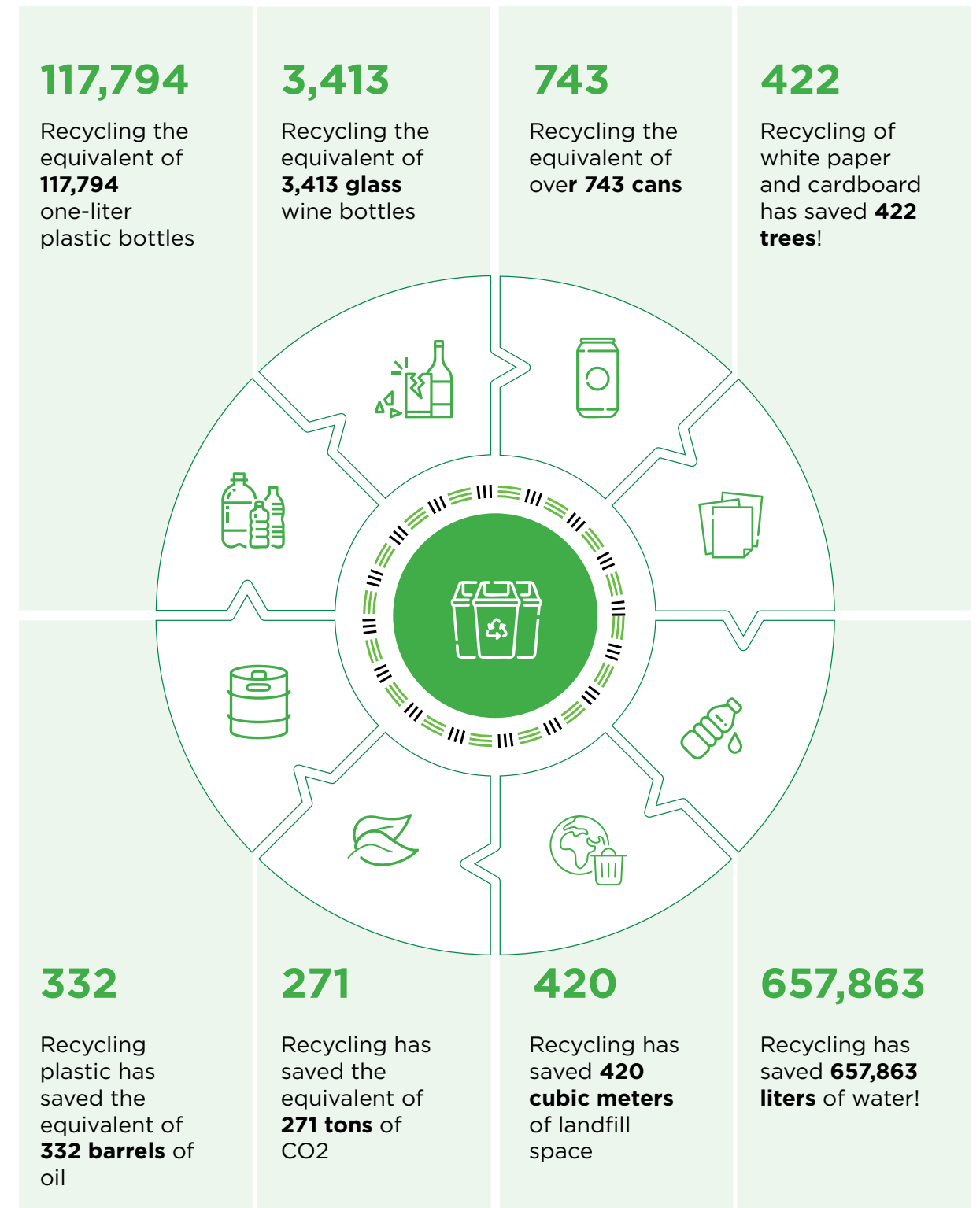


During the year, 81% of the total waste produced was recycled into various items like bottles, toilet paper rolls, brown envelopes, new plastic bottles, and more:

- All cardboard and white paper are sent to a local manufacturer, turning them into toilet paper rolls and brown envelopes.
- Plastic bottles were shredded into flakes to make fibre in some industries in Tanzania and for exporting overseas to make new plastic bottles, plastic chairs, berry containers, shirts and jackets.
- Cans were provided to a local manufacturer to produce metal products such as steel frames and bars.
- Glass waste was delivered to a local manufacturer to make new glass bottles.

Recycling Impact


Recycling Impact Since 2021




CLIMATE CHANGE


Climate-related risks to which the bank is exposed

Climate change poses financial and physical risks stemming from the transition, which may affect our business’s financial performance as climate risks materialise into financial risks. We evaluate climate-related risks as part of our comprehensive risk management strategy. We identify potential risks in the current risk structure and take proactive measures to mitigate or manage these risks through our ESMS.



Physical risks


Credit Risk


- ✓ Impairment of collateral, which may increase credit risk


Market Risk


- ✓ Fluctuation of foreign exchange
- ✓ Increase in interest rate


Operational Risk


- ✓ increase in impairment losses resulting in decreased profitability
- ✓ unavailability of banking Services.



Liquidity and funding Risks

Decreased bank liquidity due to reduced cash flow makes it more challenging to meet our short-term obligations and funding growth.



Our response

We have a robust risk management framework to identify, quantify, manage, and monitor risks effectively.



Transition risks


Credit Risk


- ✓ Stranded assets
- ✓ Increase in default from the sectors impacted by the transition to a low-carbon economy


Market Risk


- ✓ Price fluctuations due to policy changes


Operational Risk

- ✓ Fines and penalties due to noncompliance with the new policies
- ✓ § Increase in cost


Liquidity and funding Risks



Decrease in cash flow


Our response

We have a robust risk management framework to identify, quantify, manage, and monitor risks effectively.



Climate-Related Risks and Potential Financial Impacts

Risk	Climate-Related Risks	Potential Financial Impacts	Our responses
	Policy and Legal		
Transition Risks 	Enhanced emissions-reporting obligations	Increased operating and investment costs	We are actively engaging with policymakers to ensure compliance with relevant regulations.
	Changes in the regulation of existing services	Write-offs of stranded assets	
	Exposure to litigation for non-compliance	asset impairment due to policy changes	
	Technology		
	Substitution of existing products and services with lower emissions options	Write-offs of systems due to emerging eco-technologies.	Our digital banking products are designed to have a low carbon footprint i.e. Simbanking, Internet banking, e-statement
	Costs to transition to lower emissions technology	Research and development (R&D) expenditures in new and alternative technologies	
		Capital investments in the new technology.	
		Costs increase due to changes in processes.	
	Market		
	Changing customer behaviour	Reduced demand for goods and services due to a shift in consumer preferences	The bank issued a green bond to fund sustainable projects, reflecting customer demand for eco-friendly products.
	Uncertainty in market signals	Unexpected and sudden changes in energy prices.	
Physical risks 			Engage and encourage stakeholders to join us in our sustainability journey.
	Reputation		
	Increased stakeholder concern or negative stakeholder feedback	Reduced revenue from decreased demand	We continue to manage our carbon footprint and transition to a low-carbon economy
		Reduction in fund availability from our Investors/strategic partners	
	Acute	Reduction in revenue	We have developed an incident and crisis management guideline to ensure we have the necessary resilience and crisis management
	Increased severity of extreme weather events such as floods	Write-offs of damaged property	
	Chronic	Increased capital costs (e.g., for replacing damaged facilities)	
	Changes in precipitation patterns and extreme variability in weather patterns	Disruption of the supply chain	
	Rising mean temperatures	Interrupted or suspended transportation for customers and employees to reach offices.	
	Rising sea levels		

Climate-Related Opportunities and Potential Financial Impacts

		<div>  Resource efficiency </div>	<div>  Energy Source </div>	<div>  Products and services </div>	<div>  Markets </div>	<div>  Build Resilience </div>
	Climate-Related Opportunities	<div> <p>Reduced water usage and consumption.</p> <p>Waste management</p> <p>Energy efficiency, e.g., Use of LED lighting technology</p> </div>	<div> <p>Use of lower-emission sources of energy, for example, the use of solar energy</p> </div>	<div> <p>Investment in digital solutions to increase transaction volumes</p> </div>	<div> <p>Access to sustainable financing</p> <p>Access to funds from strategic partners who are keen on sustainable projects</p> </div>	<div> <p>Improving efficiency towards creating a sustainable future</p> </div>
	Potential Financial Impacts	<div> <p>Reduced operating costs</p> <p>Reduce our carbon footprint</p> <p>reducing paper usage</p> </div>	<div> <p>Reduced operational costs using alternative sources of energy, e.g. use of Solar energy</p> </div>	<div> <p>Increased revenue</p> </div>	<div> <p>Increased revenues through access to new and emerging markets</p> <p>Increased funding</p> </div>	<div> <p>Increased revenue through the introduction of new sustainable products and services (Low emissions)</p> </div>
	Our responses	<div> <p>We continue to invest in energy-efficient equipment, including LED lights and inverters.</p> <p>We have waste management dust bins</p> <p>We have motion sensor lighting in some of our buildings to manage the usage of electricity</p> <p>Our HQ building has a sensor water tap to manage water usage</p> </div>	<div> <p>Continue to finance investments in renewable energy</p> </div>	<div> <p>Continue to invest in digital platforms to reduce carbon emissions</p> </div>	<div> <p>In 2023, the Bank issued a green bond to fund sustainable projects,</p> </div>	<div> <p>Continue with the adaptation and mitigation of climate-related risk and development of sustainable products and services</p> </div>



04

People – Social Impact and Human Capital



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Advancing Human Capital for Sustainable Growth

At CRDB Bank, empowering individuals is the cornerstone of organisational excellence. Over the past year, we have deepened our commitment to building a high-performing, inclusive, and resilient workforce, one that is equipped to thrive in a dynamic environment and drive sustainable growth.

“We are committed to fostering a culture of belonging where everyone feels valued, respected, and empowered to contribute. By embracing diversity and inclusion, we strengthen our workplace culture and broaden our talent pool, bringing various perspectives, experiences, and ideas. This inclusive approach drives innovation, enhances collaboration, and ensures that our team reflects the diverse communities we serve.”



Redefined growth by fostering confidence, enhancing capabilities, and promoting lifelong learning.



Reimagined leadership through the integration of diverse perspectives and inclusive practices.



Prioritised employee well-being, recognising its essential role in sustaining productivity and engagement.



Established supportive environments that nurture emotional resilience and ensure psychological safety.



Expanded opportunities for women and youth, turning ambition into achievement through structured mentorship and empowerment initiatives.

As we move forward, we remain committed to shaping a workplace where people don't just succeed—they evolve, lead, and leave a lasting impact.

Highlights

Employee satisfaction survey score

94%
(2023:87%)

Employee satisfaction survey participation

81%
(2023: 98%)

Gender Diversity (Male: Female)

55:45
(2023: 56:44)

Number of staff trained

4,081
(2023: 3,338)

Staff turnover

2%
(2023:2%)

Male: Female) at the senior management level

67:33













Fostering Engagement for Sustainable Performance

At CRDB Bank, we recognise that employee engagement is a critical driver of organisational success. It underpins key outcomes such as productivity, profitability, growth, customer satisfaction, employee retention, and workplace safety.

Our approach to engagement is holistic, addressing our workforce's physical, emotional, and cognitive dimensions. This ensures full commitment and cultivates a passionate and motivated team aligned with the Bank's vision and personal aspirations. By investing in opportunities for growth, recognition, and well-being, we aim to build a resilient and high-performing workforce capable of delivering exceptional customer experiences and contributing meaningfully to the Bank's long-term success.

Throughout the year, various initiatives were implemented across our network to strengthen employee engagement and well-being. These included:

 <p>Employee Wellness Program awareness campaigns</p>	 <p>Women in Leadership events</p>	 <p>Mental health and stress management workshops</p>	 <p>HE4SHE Program</p>	 <p>Employee volunteering activities</p>
 <p>Health screenings (BMI, hypertension, hepatitis B, cervical and prostate cancer)</p>	 <p>World AIDS Day observance</p>	 <p>Father's Day, Men's Day, and International Women's Day (IWD)</p>	 <p>Quarterly TGIF events</p>	 <p>CRDB SUPA CUP tournaments</p>




These initiatives underscore our continued dedication to fostering a supportive, inclusive, and engaging workplace where every employee is empowered to thrive. Notably, participation in these activities increased by 53.8% compared to the previous year, reflecting growing employee enthusiasm and engagement across the Bank.



Prioritizing Employee Wellness

At CRDB Bank, employee wellness is a cornerstone of our Employee Value Proposition and a key enabler of exceptional customer experience. We are guided by the core value of Care, recognising that a healthy, engaged workforce is essential to achieving our strategic goals. We address wellness holistically, focusing on physical, emotional, and mental well-being. Recognising the impact of sedentary lifestyles, poor posture, and workplace stress, we have implemented regular medical check-ups, promoted healthy practices, and provided access to professional counselling through a dedicated helpline.

Our wellness initiatives include:

Comprehensive medical coverage for all employees	
Specialized maternity care programs to support female employees	
Well-being services launched in 2021, extended to eligible dependents, covering physical and social wellness	

Key services provided in 2024 include:

- **Professional telephone counselling (Swahili & English) for psychosocial, financial, relationship, and mental health issues—144 staff supported**
- **Face-to-face counselling for psychological, marital, prenatal, trauma, and lifestyle concerns—110 staff supported**
- **Managerial consultations for stress, crisis, and performance management—139 staff supported**
- **Psychiatric care through accredited outpatient services**
- **Critical incident stress debriefing (CISD) for traumatic workplace events**
- **Awareness programs on mental health and stress management—reaching 3,500 staff**
- **Annual medical and fitness-to-work assessments in collaboration with OSHA**

These efforts reflect our unwavering commitment to fostering a resilient, healthy, and high-performing workforce.



Fostering Gender Diversity and Inclusion

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

With a workforce of over 4,000 employees across multiple countries, we are deeply committed to recruiting, developing, and retaining a diverse talent pool. By embracing various perspectives, experiences, and approaches, we strengthen our ability to connect with customers, solve complex challenges, and foster creativity. Our leadership is dedicated to ensuring that every employee has the opportunity to reach their full potential.

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

How We Put Our Commitment into Action

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



Established a Comprehensive Policy:

The Group has developed a Diversity, Inclusion, Equity, and Belonging Policy that outlines our commitment to fostering an inclusive and diverse workplace. This policy ensures alignment with global best practices in human resource management and sets a clear framework for creating a culture where everyone feels valued and respected.



Promoting Gender Equality:

As an equal-gender employer, the Bank is actively working to maintain gender balance across all levels of the organisation.



She Initiative Program:

One of our flagship efforts is the She Initiative, designed to empower women through targeted training, coaching, and mentoring. This program supports women's professional growth by equipping them with the tools, confidence, and networks needed to thrive and lead.

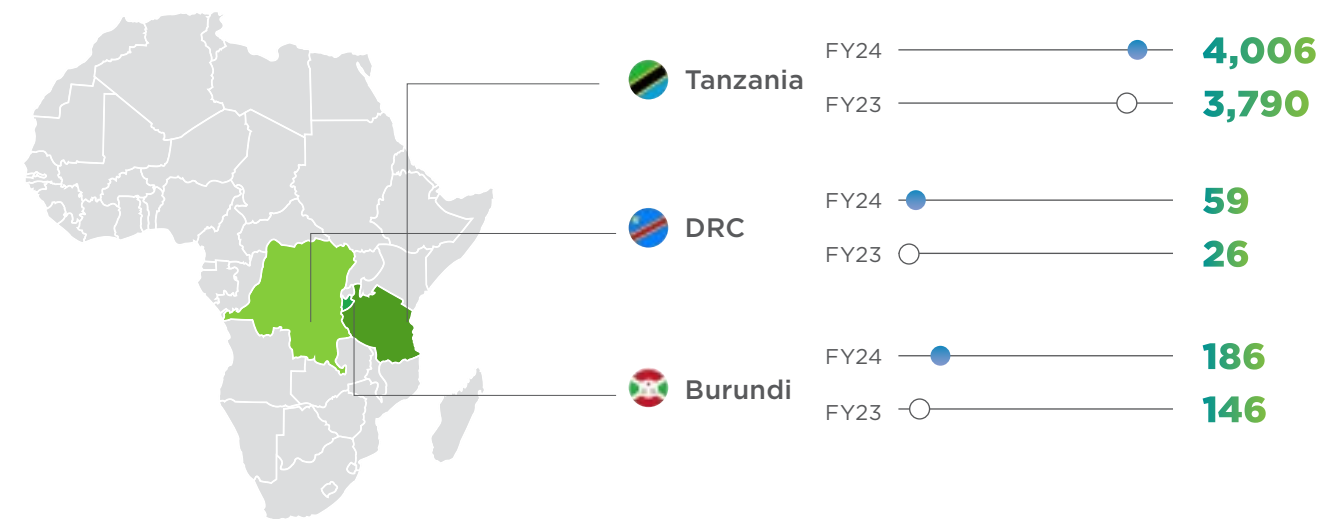


Workforce Diversity

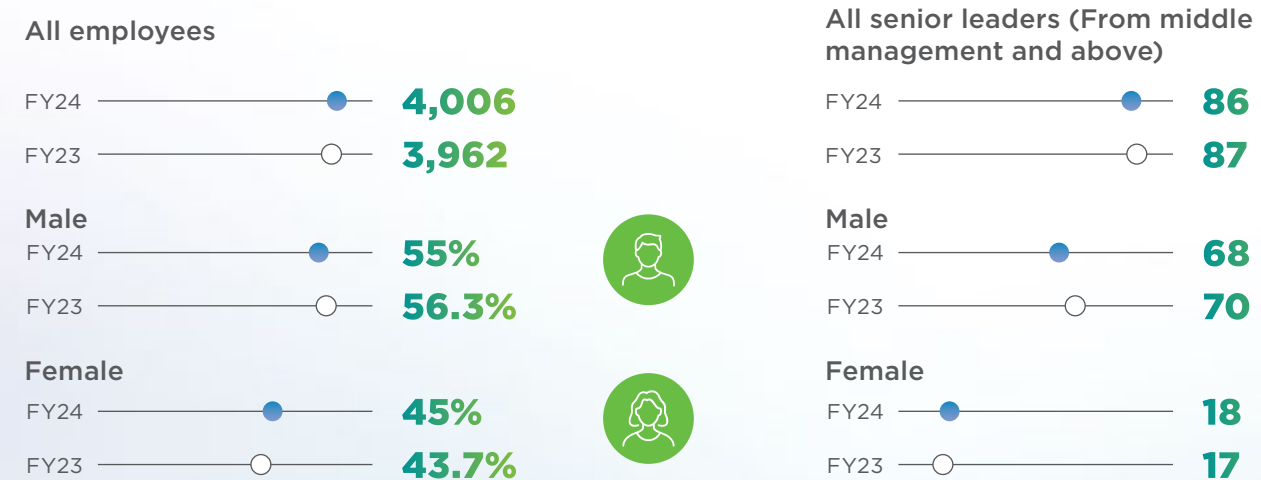
At CRDB Bank, we are deeply committed to fostering an inclusive and equitable workplace—one that respects intersecting identities, embraces diverse perspectives, and cultivates a culture of belonging free from bias or retaliation. We believe that when individuals feel safe to be their authentic selves, they are empowered to thrive and reach their full potential.

Our approach to inclusion is anchored on the core pillars of gender equity, diversity, and inclusion. With operations spanning multiple jurisdictions and a workforce representing various nationalities and cultural backgrounds, our priority is to recruit, develop, and retain a diverse talent pool while cultivating an environment that is respectful, inclusive, and responsive to cultural differences.

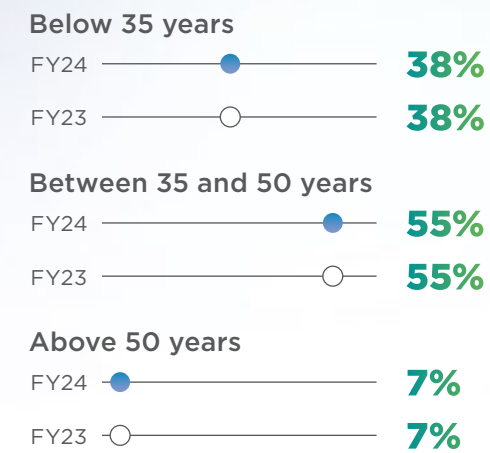
Number of employees by country



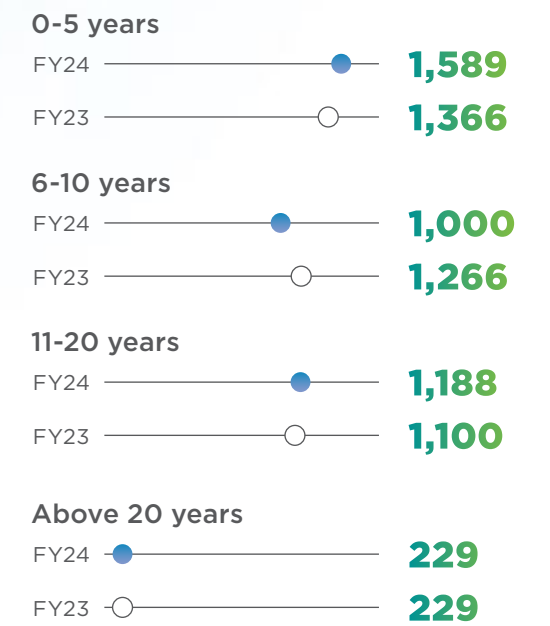
% of employees by gender



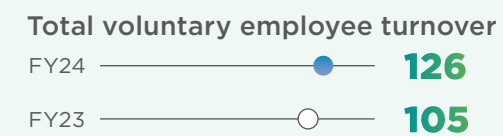
% of employees by age



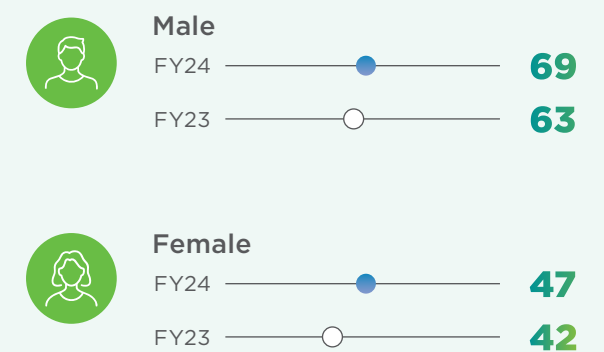
Tenure



Employee turnover



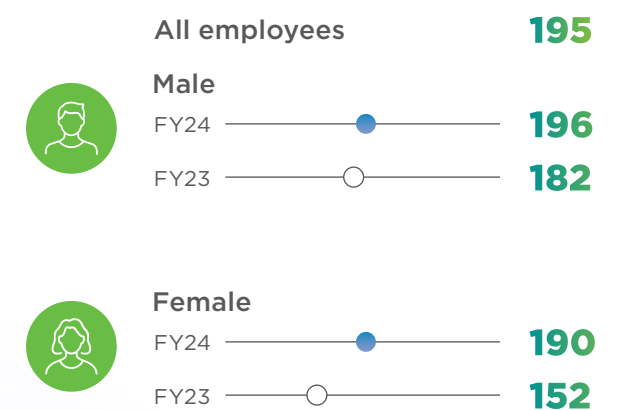
By gender



New hires



By gender



Women Empowerment

CRDB Bank has emerged as a champion of women's empowerment, advancing financial inclusion, career development, and entrepreneurial support for women across its subsidiaries. Recognising that empowering women is not only a social imperative but also a catalyst for sustainable economic growth. We continue to foster an inclusive ecosystem where women can lead, thrive, and make a lasting impact.

At CRDB Bank, gender diversity and inclusion are core to our values and culture. We are committed to ensuring that women have equal access to opportunities, including leadership roles, and continue to drive initiatives that foster a balanced and inclusive workplace.

Currently, our workforce comprises 45% women and 55% men, reflecting meaningful progress toward gender equity. We are proud of this momentum and remain focused on achieving our 50:50 gender balance target by 2027, up from the current baseline of 44:56 in 2023.

In the leadership space, we have made meaningful strides in closing the gender gap, achieving a current leadership split of 38% women and 62% men. We have introduced several targeted initiatives to empower and nurture female leaders within the Bank and across the wider community. These programmes include:

	She is Ready to Lead
	SHE Programme
	HeForShe Initiative
	Men Mentoring Women Programme
	Enrolment of female employees in flagship leadership programmes:
	ATE Female Future
	CRDB Senior Leaders
	Transformative Leadership
	CEO Apprenticeship

In celebration of International Women's Day, CRDB Bank hosted a series of engaging events, including a Leadership Café, which saw participation from 931 women across the Group. In addition, we hosted our first Youth Forum under the theme 'Unlock Your Potential,' engaging 100 employees, 54% of whom were women, underscoring our ongoing efforts to foster inclusive growth and empower the next generation of leaders.

Beyond banking, CRDB Bank plays an active role in uplifting communities through targeted programmes in education, health, and financial literacy for women. By nurturing an environment where women can thrive both professionally and financially, we are not only helping bridge gender gaps—but also contributing to long-term, sustainable economic growth.

With its steadfast commitment to women's empowerment, we continue to serve as a catalyst for change, shaping a future that is more inclusive, equitable, and opportunity-rich for all.



Persons with Disabilities

The Group is committed to inclusive employment practices and actively seeks to employ persons with disabilities whenever possible. As of 31 December 2024, the Bank employed seven individuals with disabilities, up from two in 2023.

The Group enforces a strict non-discrimination policy, ensuring equal opportunities in recruitment, promotion, training, and other employment areas. If an employee becomes physically challenged during their tenure, the Bank provides necessary training and support to maintain their career progression without disadvantage.

Reasonable accommodations are made to meet individual needs, including flexible training options like e-learning and regional seminars. Training materials are designed to reflect the diversity of both employees and customers in language and imagery.



Employee Value Proposition (EVP)

“At CRDB Bank, we don’t just offer jobs, we build careers.”

We are a purpose-driven financial institution where ambition is empowered, contributions are recognised, and growth opportunities are boundless. Our people are the cornerstone of our success, and we are dedicated to fostering an environment where they can thrive professionally and personally.

Benefits for our employees



1. Career Growth

We empower growth through:

- Access to global learning platforms
- Tailored training and development programs
- Leadership development initiatives
- Knowledge-sharing forums

2. Diversity and Inclusion

We celebrate individuality and promote belonging through:

- The SHE Initiative for gender empowerment
- Millennials' Forum for young professionals
- Comprehensive wellness programs

3. Conducive Work Environment

We foster a supportive and flexible workplace with:

- Open-door leadership culture
- Flexible work arrangements
- Relaxation areas
- A strong service-oriented culture

4. Health Benefits

Our employee health matters:

- Health insurance coverage
- Medical insurance extended to retirees

5. Financial Benefits

We support financial well-being with:

- Staff loans at favorable terms
- Free banking services
- Salary advances
- Credit card access

6. Group Life Insurance

- Coverage for death, critical illness, or permanent disability
- Group accident insurance

7. Bonus, Recognition & Allowances

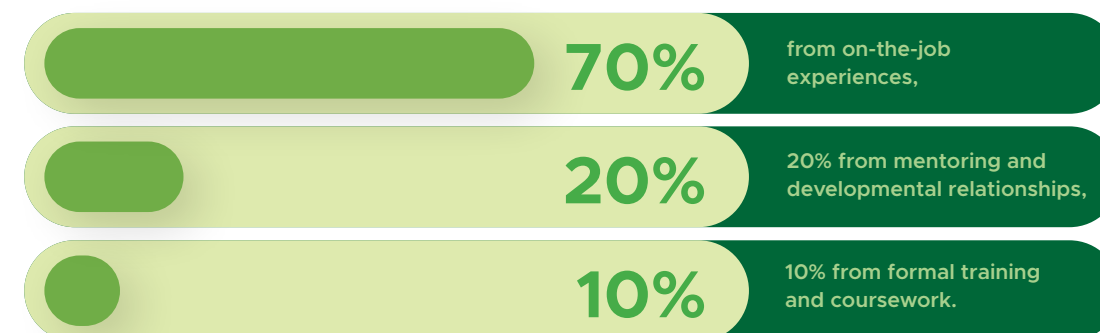
- Performance-based bonuses
- Long service awards
- 13th cheque
- Transport and acting allowances

Employee Training and Development

The Bank views training as a vital tool for enhancing job performance, building skills, and preparing employees for future roles. Training opportunities are determined by individual development needs, without bias toward age, gender, disability, ethnicity, religion, or socioeconomic background.

Recognizing its workforce as its greatest asset, the Bank is committed to continuous learning and development. To achieve its goals, it invests in building a skilled and capable team through various training programs that address current and future talent needs. Employees are encouraged to take ownership of their growth by acquiring the skills and knowledge necessary for improved performance and career advancement.

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



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

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

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

Employee training data	2024	2023
Amount spent on staff training and development (TZS Mill)	7,980	6,576
Number of staff that underwent training	4,081	3,338

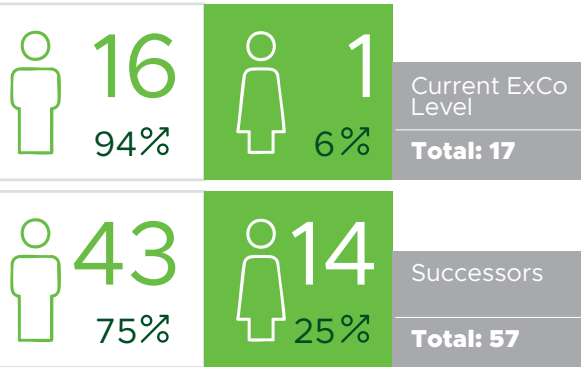
Online Learning Platform

The Bank has implemented tailored technical training and learning platforms designed to support employees in advancing their careers and professional capabilities, while also meeting customer and business expectations. All employees have access to an online learning platform, including LinkedIn Learning, which offers a comprehensive library of courses. These cover a wide range of topics such as leadership, soft skills, technology, and specialized technical training empowering staff to continuously grow and perform at their best.

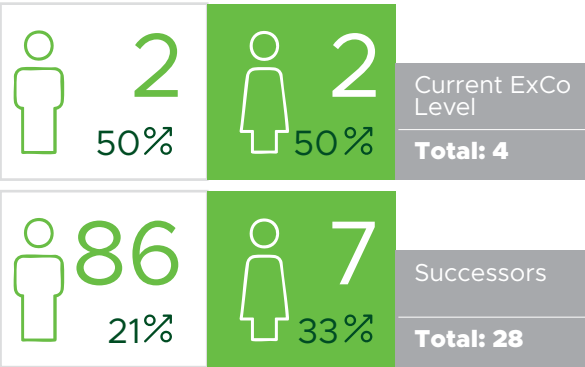
Setting Our Successors Up for Success

We recognise that sustainable success depends on a robust leadership pipeline. Our commitment to succession planning ensures business continuity, mitigates leadership gaps, and strengthens organizational resilience. We proactively identify critical roles, assess internal talent, and develop high-potential individuals through structured leadership programmes. These initiatives focus on key competencies, including Team Leadership, Motivation, Communication, Thought Leadership, Decision-Making, and Stress Management. As a result, we have achieved 97% coverage of key development areas for identified successors. At the Group level, 57 successors have been earmarked for Executive Committee (ExCo) roles, maintaining a 25:75 gender ratio. Similarly, our subsidiaries have identified 28 successors, also reflecting this balanced ratio. Through these efforts, we are not only preparing future leaders but also reinforcing our long-term commitment to leadership excellence and organisational sustainability.

CRDB Parent



CRDB Subsidiaries



Employee Benefits

In the year 2024, the Group incurred a total of TZS 370 billion in employee benefits, reflecting a 13% year-on-year increase compared to TZS 329 billion in 2023, as detailed below:

In TZS' Million	2024	2023
Salaries and wages	246,579	217,931
Bonus	24,038	24,104
Social security contributions	30,410	27,719
Gratuity	6,351	5,388
Training and development	7,980	6,576
Employee's separation costs	74	2,215
Leave allowance	17,955	16,740
Medical expenses	13,095	8,906
Staff Welfare	11,224	11,068
Group Personal Accident	1,444	639
Staff Transfers	1,800	1,983
Staff award	714	2,871
Staff uniforms	4,792	210
Workman's compensation	1,081	996
Retirement benefits	2,365	1,389
Total Staff Benefit	369,902	328,735

Health and Safety

Safeguarding the health and safety of our employees remains a cornerstone of our operations and a key driver of long-term sustainability and productivity. In 2024, we built upon the foundations laid in previous years by further enhancing our systems and reinforcing our commitment to a zero-harm safety culture.

Governance and Management Systems

Element	2024 Status	2023 Baseline	Strategic Significance
Occupational Safety & Health Authority (OSHA) compliance	Valid certificates for all 250 workplaces in Tanzania	Certificates held for all sites	Confirms adherence to national regulations and International Labour Organization conventions.
Pre employment & annual medicals	100 % of employees screened, up to date records filed with HR	100 %	Early detection of health risks reduces absenteeism and insurance costs.
ISO 22301:2019 Business Continuity certification	Recertified by BSI, scope extended to new digital operations hub	Initial certification	Ensures resilience and employee safety during disruptive incidents.
Health & Safety Training	Four bank wide sessions (fire safety, first aid, ergonomics, psychological safety) with 100 % staff attendance	Three sessions	Builds a prevention mindset; meets OSHA Act requirements.



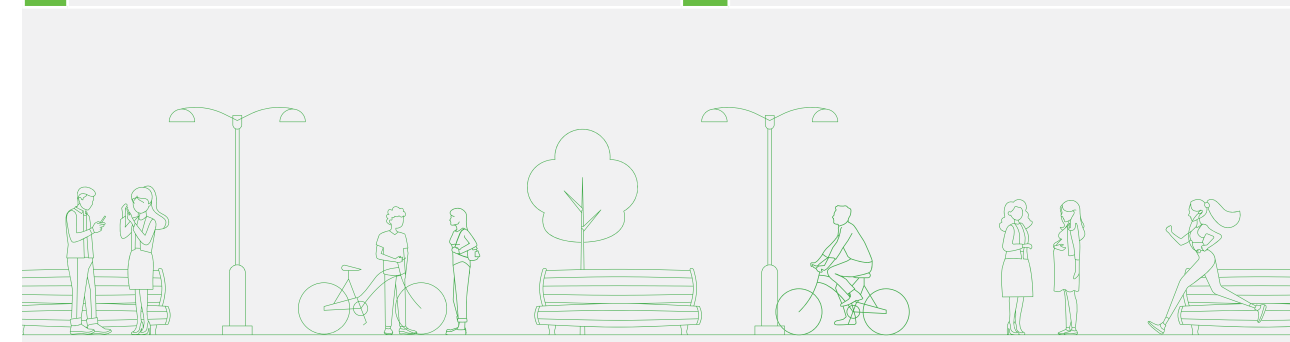
A second consecutive year with zero lost time injuries confirms that risk prevention protocols and continual awareness campaigns are working.

Occupational Health and Safety Management System (OHSMS)

It is the framework that CRDB Bank uses to manage risks related to health and safety at the workplace. It includes policies, procedures, and practices that aim to prevent accidents, injuries, and illnesses among workers.

Our OHSMS includes the following components:

+ Occupational safety and health policy	+ Statutory medical examination guideline
+ SHE (Safety, Health, and Environment) committee meeting guidelines	+ Annual safety inspection across all workplaces
+ Emergency evacuation drill guideline	+ Annual medical examination activity for all staff
+ First aid kit guideline	+ Fire safety awareness training
+ Fire safety management guideline	+ Microsoft tool for tracking health and safety issues
+ Work amenities guideline	+ WIMS system introduced by OSH Authority (OSHA) to monitor workplace compliance
+ OHS risk assessment guideline	



As part of our ongoing commitment to workplace safety, the Bank regularly conducts risk assessments to evaluate the potential health and safety risks associated with the services we offer.



Ergonomic Considerations

Office spaces and waiting lounges are designed to minimise physical strain, enhancing comfort for customers during their visits.



Environmental Factors

Attention is given to elements such as indoor air quality, noise levels, and light intensity, all of which can impact the health and well-being of customers and surrounding community members.



Operational Safety

Measures are in place to manage smoke emissions from generator operations and to ensure the safe operation of electrical systems, thereby reducing the risk of fire hazards that could affect nearby areas.

Compliance with Health and Safety Standards





We are committed to maintaining the highest standards of health and safety for our employees and customers. We continuously ensure compliance with relevant regulations, policies, and best practices concerning the health and safety impacts of our services.

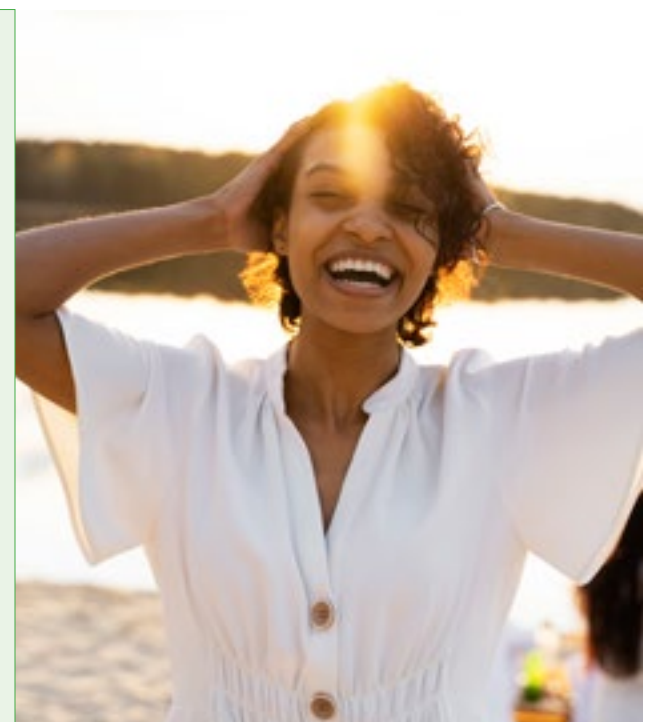
Through ongoing risk assessment efforts, CRDB Bank ensures full compliance with health and safety regulations. No incidents or impacts have been reported as a result of non-compliance.

Mental Health and Well-being

We recognize that employee mental health is fundamental to a sustainable and high-performing workplace. In line with our commitment to holistic well-being, we have implemented a range of initiatives aimed at reducing stress, building emotional resilience, and fostering a supportive work culture.

Key actions include:

-  **Employee Counselling Services:** Confidential support to help staff manage personal and professional challenges.
-  **Awareness Campaigns:** Regular mental health education initiatives to promote understanding and equip employees with effective coping strategies.
-  **Work-Life Balance:** Introduction of flexible work arrangements and wellness programs, including mindfulness sessions, stress management workshops, and fitness activities.
-  **Leadership Engagement:** Active promotion of a stigma-free environment where mental health conversations are encouraged and supported.



By embedding mental health into our corporate culture, we not only enhance employee well-being but also improve morale, reduce burnout, and drive sustainable performance. This approach reflects our broader vision of responsible business, where people thrive alongside profits.

Initiative	2024	2023
Mental Health Workshop (Test, Awareness, and Support)	2,456 employees participated	1,500 employees participated
Counselling sessions	1,463 employees participated	1,240 employees participated



05

Prosperity – Financial Inclusion & Sustainable Economic Growth



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Financial Inclusion and Capacity Building

“Creating an enabling banking environment for everyone”

In line with our Prosperity pillar and the Sustainable Development Goals (SDGs) 1, 5, 8, 9, and 10, the Bank defines financial inclusion as ensuring that every individual and business regardless of income, gender, ability, or location has safe, affordable, and convenient access to financial services that unlock opportunities. We continue to focus on expanding our reach to underserved communities, reducing service delivery costs, and designing tailored financial solutions to meet the unique needs of the community we serve.

We have invested significantly in the latest technologies and innovative delivery channels to make our services accessible to all. We are committed to providing a level playing field for our customers, particularly those in underserved and remote areas, to help them achieve their financial goals and aspirations.

Promoting Financial Inclusion

Our approach to financial inclusion centres on the CRDB Bank Foundation through the Imbeju programs and our Al Barakah banking. Through our Imbeju program, we are committed to promoting financial inclusion by offering various services/products including savings accounts that have been specifically designed to remove barriers for the unbanked and underbanked populations. These accounts come with no monthly maintenance fees, allowing customers to save their money without incurring unnecessary charges. Customers only incur transaction fees, making the account both accessible and cost-effective.

Financial inclusion approach

- Access** – Expand physical & digital touchpoints so that no customer has to travel more than 5kms to transact.
- Affordability** – Zero fee or concessionary pricing for low-income, youth and women clients.
- Appropriateness** – Design products that reflect cultural, religious, and physical ability realities.
- Agency & Capability** – Pair financial services with literacy, entrepreneurship, and climate resilience training.

Promoting financial literacy

We strongly believe that financial literacy can empower our stakeholders to make better and more informed financial decisions, which help them to gain control of their future. To this end, we have implemented a diverse range of initiatives that are designed to enhance financial knowledge and awareness. For instance, every year, we organise various seminars, including “Uwekezaji Day” and the AGM, which incorporate topics on financial literacy for our shareholders and other stakeholders. These seminars are facilitated by experts from both within and outside the Bank.



Through our CRDB Bank Foundation, we continue to empower individuals with valuable financial literacy training and capacity-building sessions via our dedicated programme branded as Imbeju. These initiatives aim to enhance their business and financial management skills, transforming their lives and bolstering local economies to their fullest potential.

Highlights

Indicator	2024	2023	YoY
Customers	6.4 mn	4.0 mn	▲ 60 %
Agency banking outlets	36,566	34,627	▲ 6 %
Imbeju fee-free accounts (unbanked focus)	144,810	68,043	▲ 113 %
Al Barakah Islamic finance customers	296,000	112,621	▲ 163 %
Capacity building women and Youth	196,650	109,722	▲ 79 %
Internet & Simbanking transactions	159.4 mn	104.2 mn	▲ 53 %

As part of our ongoing commitment to capacity building and inclusive economic growth, CRDB Bank has significantly expanded its portfolio of loans aligned with programmes that promote small business and community development. By the end of 2024, the total outstanding loan amount qualifying under these targeted initiatives reached a substantial figure, reflecting our strategic focus on empowering micro, small, and medium enterprises (MSMEs), women-led businesses, and rural entrepreneurs. These efforts not only enhance financial inclusion but also stimulate job creation, local innovation, and sustainable livelihoods across underserved regions.

Outstanding Loan balances in TZS million	2024	2023
Loan to SMEs	1,270,496	967,739
Loan to women	1,619,125	1,596,883
Loan to small farmers	74,214	49,493
Loan to Government workers	1,984,279	2,450,807
Total	4,948,114	5,064,922

Digital Transformation

We aim to revolutionise digital transformation by creating value in our interactions with customers and in managing our operations. Our investments in the digital space have enabled us to reach a wider audience, provide personalised services, and offer new products such as real-time and secure payment options. By investing in data, technology, and digitisation, we enhance our customer service. Over the past year, we have made significant investments in digital transformation, leading to more efficient operations. This includes revamping and launching a new SimBanking App and USSD services to improve customer experience and drive usage.

Our progressive digital transformation initiative has enabled us to decrease paper usage and enhance the development of various digital platforms, including internet banking, point-of-sale systems, Simbanking, ATMs, and mobile wallets. Additionally, it has reshaped our competitive landscape and fostered innovation in our operations and value propositions, ultimately leading to a more efficient, customer-centric banking experience. Our digital platform also improves our capabilities in reducing carbon emissions.

To enhance the quality of our offerings to customers, the bank is implementing various initiatives to invest in new technology, ensuring the effective, secure, and timely delivery of services to customers.



Data Privacy and Cybersecurity

As more customers utilise digital banking services, including SimBanking, agency banking, ATMs, POS, and Internet banking, protecting our systems and customer data has become more crucial than ever. We have implemented robust cybersecurity measures to detect and prevent threats before they cause harm. Our systems are designed to stay ahead of risks and keep customer information safe.

We adhere to the Personal Data Protection Act, 2022 (Act No. 11 of 2022), which safeguards the right to privacy and personal security, as stipulated in the Constitution of Tanzania. This law guides how we collect, store, and use personal data, ensuring we handle it responsibly and securely.

Data Privacy

We are deeply committed to upholding data privacy and regulatory compliance. Our Personal Data Protection and Privacy Policy is aligned with the Personal Data Protection Act and its subsequent regulations, ensuring we meet both legal obligations and industry best practices. We actively manage data privacy risks through regular Data Protection Impact Assessments (DPIAs), comprehensive vendor due diligence, strong data encryption protocols, and strict access controls that limit data access to authorised personnel only.

During the year we reinforced this commitment by updating our Personal Data Protection and Privacy Policy and implementing a series

of targeted initiatives. These included organisation-wide training programmes, face-to-face awareness sessions across departments, and specialised data protection training for our dedicated Privacy Team (PDPWT). We also enhanced third-party risk management by introducing a Data Processing Agreement (DPA) framework to govern the secure sharing and transfer of personal data with external partners.

Our proactive and evolving approach to data privacy not only strengthens compliance with the Personal Data Protection Act but also builds trust with our customers, partners, and stakeholders ensuring that their data is handled with the highest standards of care and responsibility.

Cybersecurity Policy

We operate within the framework of a well-established and documented cybersecurity policy, which is independently reviewed annually for continuous improvement. The policy sets out the principles and underlying guidelines for the effective implementation of cybersecurity programmes. We approach cybersecurity with the ‘assumed breach’ principle, which enables us to set out not only the prevention, but also the effective detection and recovery controls for any cybersecurity incidents.

Cybersecurity Governance

Cybersecurity governance is essential to the success of our security program, ensuring it remains strategic, well-coordinated, and focused on delivering measurable outcomes. At the Bank, the cybersecurity function is designed to integrate seamlessly across all business areas and units, enabling consistent implementation and effective oversight.

Approach to Cybersecurity

In 2024, we implemented several initiatives to improve our cybersecurity maturity. These initiatives include:

1. 24/7 Cyber Threat Monitoring

CRDB Bank’s Security Operations Centre (SOC) operates around the clock—24 hours a day, 7 days a week, 365 days a year—to ensure continuous surveillance and rapid response to cyber threats. This persistent vigilance significantly minimises the risk of cyber threat propagation within the network.

2. PCI DSS Recertification

Through a rigorous and globally recognised assessment process, we successfully maintained our Payment Card Industry Data Security Standard (PCI DSS) certification. This achievement affirms our commitment to securing our card operations and ensuring the integrity of customer transactions.

3. ISO 27001 Re-certification

We renewed our certification for the ninth consecutive year. This globally respected Information Security

Management System (ISMS) standard confirms CRDB Bank’s adherence to industry best practices in cybersecurity and underscores the long-term value of its ongoing investments in information security.

4. Employee and Customer Security Awareness

We prioritise continuous awareness and training to strengthen our cybersecurity framework. In the reporting period, all employees received cybersecurity awareness training, and regular security reminders were sent via SMS to customers to help instil secure practices in their day-to-day interactions.

5. Continuous Cyber Threat Hunting Programme

CRDB Bank has implemented a proactive cyber threat hunting programme that simulates attacker behaviour to identify potential vulnerabilities. By deploying specialised tools, skilled personnel, and structured processes, CRDB Bank continuously monitors for emerging threats both within and beyond our network perimeter, enhancing our internal and external defences.

 Cybersecurity Enhancements	 Physical Security	 Data Protection
<p>Advanced Threat Detection</p> <p>RDB Bank has invested in state-of-the-art cybersecurity technologies to detect and mitigate potential threats. This includes real-time monitoring systems and AI-driven threat analysis.</p> <p>Employee Training</p> <p>Regular training sessions are conducted to educate employees on cybersecurity best practices, ensuring they are equipped to handle potential security breaches.</p>	<p>Secure Facilities</p> <p>Our branches and data centres are equipped with advanced security systems, including surveillance cameras, access control mechanisms, and alarm systems to prevent unauthorised access.</p> <p>Emergency Response Plans</p> <p>We have established comprehensive emergency response plans to address any physical security incidents promptly and effectively.</p>	<p>Encryption Protocols</p> <p>CRDB Bank employs robust encryption protocols to protect sensitive customer data during transmission and storage.</p> <p>Compliance with Regulations</p> <p>We adhere to national and international data protection regulations, ensuring that our data-handling practices meet the highest standards of security and privacy.</p>



Enhancing Community Welfare

The Group continued its commitment to Corporate Social Investment (CSI) by making investments that positively impacted social, economic, and environmental development in the communities we serve. Our CSI initiatives focus on key sectors that contribute to sustainable growth and enhance the well-being of the community.

Through targeted initiatives aimed at addressing community needs, aligning with the Bank's business strategy and its mission to transform lives, we have invested TZS 2.3 billion in areas such as education, Health, Environment, Youth and women's empowerment, and other community and economic development initiatives across the country.



Education

Total Investment

TZS 1 billion



1,595

desks provided (for primary schools)



1,600

tables and chairs distributed (for secondary schools)

Reached 53 councils and 57 schools

Keti Jifunze Programme

In 2024, CRDB Bank continued its flagship programme, Keti Jifunze, in partnership with local District Councils across all eight zones. Launched in June 2023, this multi-year initiative addresses the shortage of desks in government schools and forms a core part of the Bank's Corporate Social Investment strategy. Implemented in collaboration with the Corporate Banking—Government Banking Unit, Zonal Management, and branches, the campaign supports the government's efforts to improve learning environments nationwide.

As part of the initiative, CRDB constructed classrooms and toilet facilities in districts such as Babati, Kondo, Nyamagana, and Muheza. To further enhance classroom conditions, desks and computers were provided to various schools, ensuring students have the tools needed for effective learning. By reducing

overcrowding and replacing floor seating with proper desks and chairs, Keti Jifunze helps improve student focus, teacher performance, and overall educational outcomes.

Inclusivity Education for Children with Special Needs

This year, the Bank also expanded its efforts to promote inclusivity and accessibility in education, particularly for children with special needs. We built accessible classrooms, provided suitable desks and tables, and delivered other essential learning materials and mattresses to schools in Rukwa, Mbulu, and Songwe regions. These initiatives ensured that education was accessible to all children, irrespective of their physical or learning challenges.

Taifa Cup Scholarship Programme

Through our Taifa Cup Scholarship programme, we have been supporting girls pursuing vocational and technical training at various colleges across the country. By covering their school fees, we are helping these young women gain valuable skills that will open doors to better job opportunities and career growth. Some of these girls completed their degree during the year, equipped with the practical knowledge and expertise needed to thrive in various industries, such as healthcare, engineering, hospitality, and technology.

Omumwani Bukoba Secondary School Supported the construction of dormitories to improve student accommodation, particularly for those from remote areas — enhancing access to education and helping reduce dropout rates.

Isabe Primary School, Kondo (Dodoma)

Constructed two classrooms to create additional learning space and later supported the construction of three more

classrooms, significantly increasing the school's capacity.

New Shikizi Muungano Primary School, Manyara

Built two classrooms to ease overcrowding and ensure better access to education for students in the region.

Kiloleni Primary School, Shinyanga

Constructed one classroom, enabling the school to admit more students and improve the overall learning environment.

Endogikton Primary School, Mbulu-Manyara

Built a dedicated special needs classroom to promote inclusive education and provide learning opportunities for children with disabilities.

Kikilo Secondary School, Manyara

Constructed two classrooms to accommodate a growing student population and provide a more comfortable and effective learning space.

Misufini Primary School, Muheza (Tanga)

Supported the construction of two classrooms and toilets, improving both the learning environment and student access to sanitation — enhancing health and educational outcomes.

Safina Orphanage Centre

Provided support for 58 orphaned children in primary and secondary schools by covering their school fees and educational needs, helping them pursue a brighter future.



Impact

These initiatives aim to enhance educational access, quality, and infrastructure — benefiting an estimated 7,500 to 8,600 students across Tanzania. This is based on classroom capacity assumptions (60–70 students in primary, 45 in secondary) and a minimum 10-year classroom lifespan.

- + Improved learning environment
- + Better classroom management
- + Reduced dropout rates
- + Equity in education

Health

Total Investment

**TZS 156
Million**

We are committed to supporting health initiatives that enhance the well-being of Tanzanians. In 2024, our investment focused on improving access to medical services, promoting health education, and addressing key health challenges in the country.



Afya Check Outreach Programme

We partnered with the Afya Check Outreach Programme to conduct preventive health outreach camps in Dar es Salaam, Dodoma, Lindi, Tanga, Mwanza, Arusha, and Mbeya. Through these camps, about 15,000 people were reached, providing them with essential health screenings, information, and guidance on preventive care. The impact of this initiative did not only help raise awareness about common health risks but also empowered people to take proactive steps in managing their health.

Rare Disease Research Fund

The Bank supported the Rare Disease Research Fund fundraising event organised by the Ali Kimara Rare Disease Foundation in collaboration with the Muhimbili University of Health and Allied Sciences. The aim of this research is to promote scientific studies on rare diseases and provide critical data on the prevalence and types of rare diseases in the country, as well as identify the clinical needs and interventions required for better care and treatment. The research explores public perceptions and understanding of rare diseases, helping to raise awareness and address knowledge gaps. Through this collaboration, we contributed to the advancement of healthcare research, which will help improve the quality of life for people affected by rare diseases.

Jakaya Kikwete Cardiac Institute (JKCI) and CCBRT in 2024

Central to our healthcare efforts are partnerships with reputable healthcare centres such as JKCI and CCBRT. These strategic partnerships have enabled us to facilitate specialised medical care, including cardiac surgeries for underprivileged children and maternal healthcare services for high-risk pregnancies. By leveraging the expertise and resources of these institutions, we ensure that individuals in need receive the critical medical attention they deserve, thereby transforming lives and improving overall health outcomes.

In 2024, we funded cardiac surgeries for 100 underprivileged children through our partnership with JKCI. Additionally, nearly 72 women received maternal healthcare services through our collaboration with CCBRT.

Professor Jay Foundation (Kidney Disease)

CRDB Bank's support for the Foundation addresses the challenges faced by individuals suffering from kidney disease, improving access to treatment and care.

Health Sector Research

We support research that informs government policies and development plans, improving overall healthcare services and outcomes.

Mukulu Health Centre

The construction of the Mukulu Health Centre improves access to healthcare in underserved areas, benefiting thousands of local residents.

Hospital Benches for Nyamagama Hospital

CRDB Bank's donation of benches helps improve patient comfort and the overall hospital experience for those receiving care at Nyamagama Hospital.

World Health Assembly (WHA)

We supported the Tanzanian delegation's participation in the World Health Assembly, contributing to the nation's involvement in global health discussions and policy development.

Bariadi District Council

Our donation of TZS 5 Million supported the completion of health and educational infrastructure projects, ensuring better healthcare access and educational facilities in the district.



Impact

- + Improved health infrastructure
- + Greater access to care
- + Better public health awareness

Youth and Women Empowerment

Total Investment

**TZS 432
Million**



Youth and women remain central to both our business strategy and the national development agenda. In alignment with this priority, we have developed a range of targeted programmes and financial products to support their growth, foster entrepreneurship, and enable meaningful transformation in their lives and livelihoods.



CRDB Bank, through its CSI initiatives, supported several impactful projects. Among them were sponsorships of youth-focused sports events such as the Ndondo Cup, the Tanzania Military Academy competitions, and the Kuambiana Tournament—platforms that allow young people to develop and showcase their talents, while promoting discipline and teamwork.

Malkia wa Nguvu Campaign

Partnered with the Malkia wa Nguvu campaign by Clouds Media Group — a nationwide initiative celebrating and empowering women entrepreneurs across diverse sectors.

Tanzania Women Miners Association

Supported the Tanzania Women Miners Association, reinforcing our commitment to advancing women's roles in traditionally underrepresented industries.

TPDF Football Team

Our sponsorship of the Tanzania People's Defence Forces (TPDF) football team strengthens youth engagement in sports and fosters national pride through athletic excellence.

Kuambiana Cup Tournament 2024 – Ludewa District

By supporting this grassroots sports event, we provide a platform for young people in Ludewa to showcase their talents, encouraging healthy, productive participation in community life.

CRDB Kizimkazi Market

This initiative enhances market access for women entrepreneurs, supporting financial independence and improving their economic standing.

CRDB Bank Taifa Cup

In collaboration with the Tanzania Basketball Federation (TBF), this tournament offers scholarships to talented young basketball players, enabling them to pursue higher education while advancing their sports careers.

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

CRDB's support for this event nurtures women's business leadership and youth entrepreneurship, creating pathways to economic opportunity and innovation.

Tumaini Jipya Project 2024 (Dodoma)

This capacity-building initiative equips women and youth with entrepreneurial skills, driving financial independence and community resilience.

Panda Initiative (Coastal Region)

Focused on supporting women, youth refugees, and people with disabilities, this initiative provides tools and resources for building sustainable livelihoods.

Imarisha Uchumi na Mama Samia Programme

This wide-reaching programme empowers women across Tanzania's mainland and islands, expanding access to economic opportunities and participation in local development.

Simba Queens (International Women's Day)

Our sponsorship of the Simba Queens women's football team underscores our dedication to gender equality and elevating women's participation in sports.

Tanga Women Empowerment Accelerator Programme

This programme equips women in Tanga with resources, mentorship, and networks to succeed in business and leadership.

International Travel Agents' Trip to Explore Tanzania

By showcasing Tanzania's cultural and natural heritage, CRDB promotes tourism and supports economic opportunities for women and youth within the hospitality sector.



Impact

- + Youth development
- + Women's empowerment
- + Economic independence across various communities

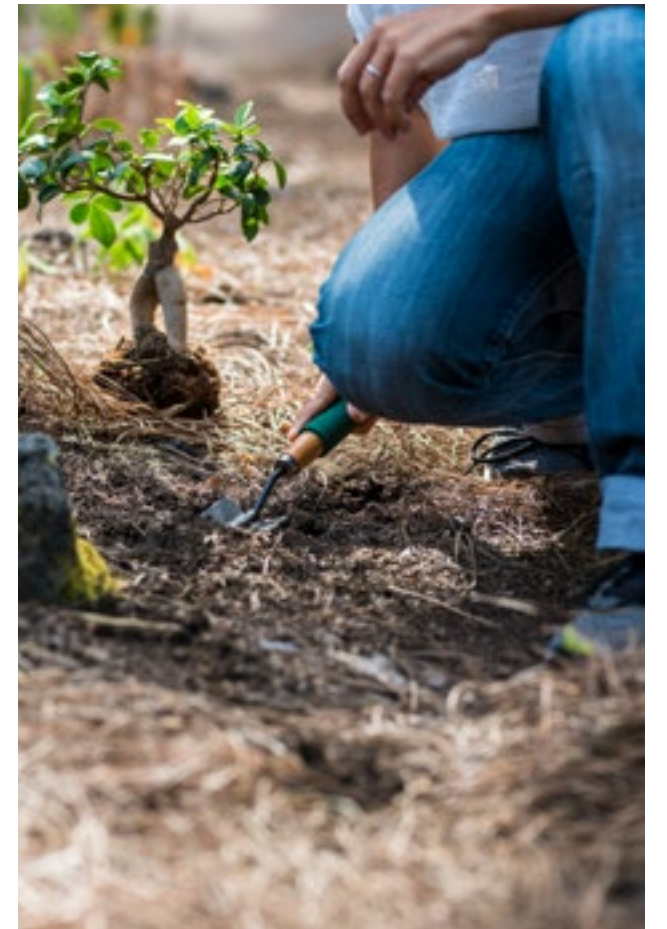
Environment

Total Investment



TZS 281 Million

The environment profoundly shapes our health, livelihoods, and overall well-being. At CRDB Bank, we recognise the critical role we play in advancing environmental sustainability and are committed to supporting initiatives that promote conservation and climate resilience. Our dedication to environmentally responsible practices is further underscored by our accreditation with the Green Climate Fund.



Cleaning Cooking Campaigns

In FY 2024, the Bank supported multiple Clean Cooking campaigns in collaboration with the National Economic Empowerment Council, the Arusha Constituency, the Ministry of Energy, and Trident Media Organisation. These campaigns focused on raising awareness about the health and environmental hazards of charcoal use. As part of the initiative, selected households received gas cylinders—offering a cleaner, safer, and more sustainable alternative for cooking.

Supporting Flood-affected Communities in Rufiji

In response to the devastating floods in Rufiji District, we partnered with the Ministry of State, President's Office – Regional Administration and Local Government (PORALG), to provide 7,142 Kilograms of maize seeds valued at TZS 50 Million. This timely support enabled affected farmers to restart agricultural activities, restoring food security and contributing to the recovery of the local economy.

Reforestation Initiative in Vunjo Constituency

Additionally, CRDB Bank supported a youth-led tree planting initiative in the Vunjo Constituency, aimed at fostering environmental awareness and hands-on involvement in reforestation efforts. By engaging young people in sustainability practices, the programme promotes long-term environmental stewardship and the preservation of local ecosystems. We supported the planting of 10,000 trees across all Vunjo schools, contributing to environmental conservation, combating deforestation, and improving the local climate.

Women Clean Cooking Conference (Dodoma)

CRDB supported this conference, focusing on promoting clean cooking methods to reduce health risks and environmental damage caused by traditional cooking methods.

Renewable Energy Initiative (Arusha Constituency)

CRDB's support for renewable energy initiatives has encouraged the use of sustainable energy sources, reducing dependence on non-renewable resources and contributing to cleaner energy use in the region.

NEEC and Women Clean Cooking Conference 2024

In addition to its initial support, CRDB is also backing this upcoming initiative, which aims to scale up clean cooking solutions and empower women in the process.



Impact

- + Environmental sustainability
- + Improving community health

Other CSI Initiatives: Cultural, Social, and Economic Development

Total Investment

TZS 438
million



As part of our CSI efforts, we supported a range of initiatives aimed at fostering inclusive development and community well-being. One such initiative involved supporting the National Planning Commission's zonal symposiums for the National Development Vision 2050. This campaign actively engaged citizens in shaping the country's long-term vision, ensuring that national plans are aligned with the aspirations and needs of the people.



In addition, we sponsored various cultural and community engagement programmes such as the Tulia Traditional Dances and the Kizimkazi Festival. These vibrant events featured Ngalawa boat races, tug-of-war competitions, swimming contests, and other traditional performances. Beyond promoting physical well-being and teamwork, they celebrated the rich cultural heritage of the region and brought tangible economic benefits through increased local activity. Winners received a variety of prizes, including cash rewards and a grand prize of a modern, environmentally friendly fishing boat—supporting livelihoods while encouraging sustainable practices.

Motorcycles for the Tourism Sector (Arusha Region)

CRDB Bank's support for the acquisition of motorcycles has enhanced mobility within the tourism sector, enabling small tourism enterprises to grow and operate more efficiently.

National Development Vision 2050 Symposiums

By supporting zonal symposiums organised for Tanzania's National Development Vision 2050, we are helping align local development priorities with the country's long-term growth strategy, ensuring inclusive and sustainable progress.

Tanzania Military Academy (Monduli)

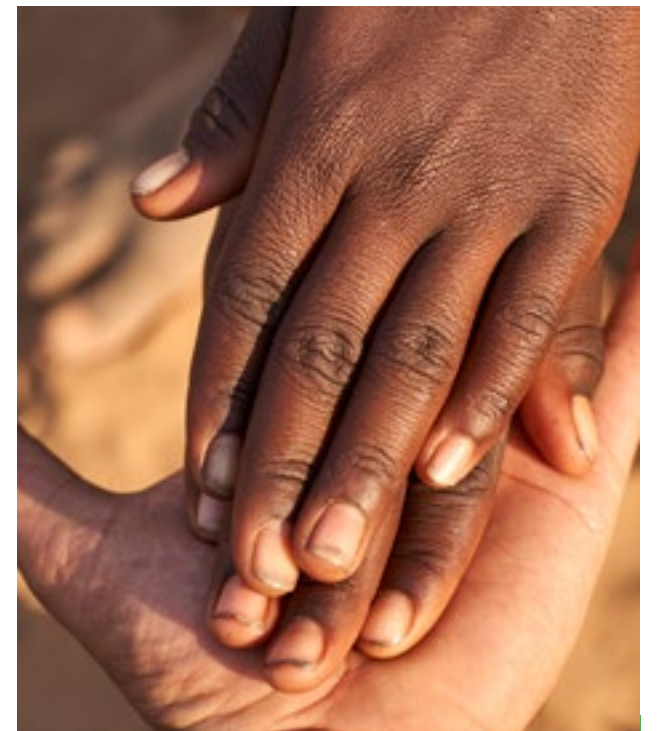
Through our sponsorship of the TMA Stars FC, CRDB Bank promotes youth involvement in sports, instilling values of discipline, teamwork, and community spirit.

Tulia Traditional Dances Festival

Our continued support for this cultural event helps preserve Tanzania's rich heritage while generating income opportunities for local dance groups and artisans.

Forward Motion (FOMO)

Our donation to FOMO strengthens efforts to educate and support marginalised teen mothers by raising awareness on sexual and reproductive health, menstrual hygiene, and gender-based violence—empowering them to lead healthier, more informed lives.



Impact

- + Improving local economies
- + Cultural preservation
- + Social support for marginalised communities



Customer Relationship Management

During the year, we have implemented various programmes and initiatives aimed at strengthening 24/7 customer support, streamlining feedback and grievance resolution, and enhancing overall service excellence. The following are some of the key initiatives undertaken

Net Promoter Score (NPS)

The Bank introduced the Net Promoter Score (NPS) Survey to evaluate customer loyalty and the likelihood of customers recommending the Bank's products and services. NPS is a key performance metric that provides insights into customer satisfaction and areas of improvement.

It measures customers' willingness to not only return for another purchase or service but also make a recommendation to their family, friends, or colleagues. NPS has provided valuable insights into customer feedback, enabling us to address concerns, enhance our innovative solutions, and strengthen our customer service delivery.

Mystery Shopping Survey

We conduct a Mystery Shopping Survey as a strategic watchdog tool to evaluate the quality of customer experience across all touchpoints—including frontline staff, back-office teams, and digital channels. Carried out through secret agents, this initiative allows the Bank to view the customer journey through the eyes of the shopper and gather firsthand, unbiased feedback. It provides valuable insights into staff interactions and service delivery, helping to uphold service excellence, elevate customer service standards, and drive continuous improvement across the organisation.



Recognition & Accountability Programme (for Internal Staff)

We have made a significant stride in enhancing customer experience through a strategic approach aimed at improving service delivery, innovation, and employee engagement. The programme ensures that employees delivering exceptional service are acknowledged, while those not meeting expectations are held accountable. This approach promotes staff motivation and reinforces our competitive edge.



Online Video Tutorials

As part of our effort to enhance accessibility and convenience for our customers, we introduced a smarter engagement solution designed to guide customers online, eliminating the need to visit physical branches or contact the call centre. This innovative platform is available through our official website and social media channels, with a dedicated playlist hosted on YouTube. The solution not only provides a more convenient experience for customers but also supports accelerated sales and improves overall service efficiency.

Digital Customer Feedback Tool, SMS ShortCode 15089

To strengthen customer feedback collection and drive continuous service improvements, the Bank introduced an innovative digital feedback tool leveraging SMS short codes. This solution allows customers to conveniently share their service experiences directly from their phones, enabling the Bank to respond to concerns more promptly and enhance service delivery.

The tool also captures real-time responses and measures the NPS, providing valuable insights to boost customer satisfaction and loyalty. With this initiative, the Bank became the first service provider and financial institution in Eastern Africa, Sub-Saharan Africa, and West Africa to pioneer and adopt such a solution.



The Bank Digital Assistant, Elle Chatbot

As part of the Bank's commitment to enhancing customer support and accessibility, we introduced an AI-powered chatbot solution, Elle, to efficiently handle customer queries and streamline access to our products and services.

Elle is available on both the Bank website live chat and WhatsApp Business, making us the first bank in East Africa to offer digital assistance across both platforms.

This intelligent chatbot enhances service capabilities by automating responses, reducing wait times, promoting digital engagement, and offering convenient self-service options—ultimately delivering a faster, more seamless customer experience.



Empowering Local Contractors for Sustainable Development: The Samia Infrastructure Bond

In 2024, the Bank played a transformative role in advancing Tanzania's infrastructure development through the launch of the Samia Infrastructure Bond—an innovative financing initiative in collaboration with the Tanzania Rural and Urban Roads Agency (TARURA). This sustainability linked bond was specifically structured to empower local contractors involved in infrastructure projects, ensuring that Tanzanians are not only recipients of development but also key contributors to its realization.

Issued under a broader five-year Medium-Term Note Programme valued at USD 300 million, the Samia Infrastructure Bond represented a significant tranche worth TZS 150 billion. Its primary objective was to finance road infrastructure projects overseen by TARURA. The bond was designed to be inclusive and accessible, targeting a diverse investor base including individuals, cooperatives, and institutional investors.

The issuance period ran from November 2024 to January 2025.

Beyond its core focus on infrastructure, the initiative also champions sustainable economic empowerment. It fosters job creation, skills development, and equitable access to economic opportunities particularly for youth and small business owners in both urban and rural communities. The bond aligns with key Sustainable Development Goals (SDGs), notably SDG 9 (Industry, Innovation and Infrastructure) and SDG 8 (Decent Work and Economic Growth).

The Samia Infrastructure Bond stands as a compelling example of how public-private partnerships can leverage financial innovation to deliver inclusive and lasting impact. Through this initiative, CRDB Bank reaffirms its commitment to sustainable finance building not just roads, but also the resilience and prosperity of Tanzania's communities.

During the year, the Bank had no significant monetary losses resulted from legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations.

Business ethics

The Group is dedicated to protecting its reputation and that of our stakeholders as we fulfil our responsibilities. This oversight lies entirely with the bank's management and employees. We believe that maintaining an ethical culture in the financial sector is crucial for customers, employees, regulators, and the banking sector's integrity. A secure, reliable, and efficient financial system is one of the pillars of economic stability in any country. Therefore, nurturing an ethical culture is essential for our Bank.

Based on this commitment, we have developed a Code of conduct with a comprehensive set of minimum behaviors, conduct standards, and acceptable practices that all employees must demonstrate and adhere to while performing their duties within the Bank. This commitment ensures everyone upholds the Bank's values and maintains a professional environment.

Compliance with the Group code of conduct

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

Any employee, contractor, or consultant can confidentially report concerns about conduct, practices, or issues to our Risk and compliance department and the HR department. To help our employees apply the principles of our code of conduct, we have developed a training course for newly appointed employees as part of the induction course. Annually, all employees are reminded of the code of conduct when declaring assets and liabilities. Additionally, employees must undertake mandatory training on anti-money laundering and counter-terrorist activity, personal data protection and privacy, and cyber security.

Reporting compliance

Reporting misconduct is crucial to ensure ethical practices and maintain trust within the Group. Employees and stakeholders are encouraged to report any unethical behaviour, fraud, or violations of Group policies through established channels such as the internal whistleblowing system, dedicated hotlines, or directly to the Risk and compliance department

and Human resource department. The Bank guarantees confidentiality and protection against retaliation for those who come forward with genuine concerns. By fostering a culture of transparency and accountability, the Bank aims to uphold its integrity and commitment to ethical standards.



All received whistle-blowing cases were kept confidential and anonymous, and they were all addressed.

Group whistle-blower policies and procedures

We have established robust whistle-blowing policies and procedures to promote transparency, ethical conduct, and accountability. These policies encourage staff and stakeholders to report any fraudulent, unethical, or harmful behavior involving employees, management, or external partners, with assurance of protection from retaliation. The framework supports a strong compliance culture aligned with internal policies and national laws, including the Whistle-blower and Witness Protection Act of 2015. Regular training and accessible reporting channels including anonymous options and third-party

platforms—reinforce the Bank's commitment to good governance and integrity across all operations.

Issues that may be reported through the Bank whistleblowing channels include:


- Breaches of group policies and procedures
- Abuse of power or authority
- Fraud, theft, bribery or corruption
- Incidence of noncompliance with laws and regulations
- Human rights abuses
- Sexual misconduct
- Discrimination and harassment
- Danger to the health and safety of others



Ethical Culture & Labour Practices

Our reputation is built on a strong ethical foundation and a deep respect for fair labour practices. We understand that trust from the communities we serve must be earned through consistent, principled behaviour and a commitment to human rights.

In 2024, we took significant steps to strengthen this foundation:

<div>+</div> Ethical Governance: We reinforced our Code of Conduct and implemented stronger compliance systems to uphold integrity across all levels of the organisation.	
<div>+</div> Zero Tolerance for Misconduct: Our commitment to ethical behaviour was supported by clear accountability measures and a culture that empowers employees to act responsibly.	
<div>+</div> Inclusive Workplace: We enhanced our grievance mechanisms to ensure fairness, confidentiality, and transparency, and promoted a workplace where every voice is valued.	
<div>+</div> Progressive Labour Policies: We introduced employee-focused policies that go beyond legal requirements, emphasising that staff wellbeing is a strategic priority.	

Governance Framework: “Integrity in Action”

Element	Implementation status	Purpose
Code of Conduct	Mandatory annual e-signature by 100 % of employees; embedded in onboarding and performance reviews	Sets non-negotiable standards on integrity, confidentiality, anti-bribery and fair competition
Whistle-blowing Policy	Confidential hotline, mobile app and posters in all branches	Enables safe reporting of fraud, harassment or ethics breaches
Conflicts of Interest Policy	Annual trainings and reminders to reinforce compliance for all staff	CRDB Bank’s Conflict of Interest Policy ensures employees act in the Bank’s best interest by identifying and managing any personal interests that could influence their professional responsibilities. It promotes transparency and accountability across all levels.
Mandatory Compliance Training	4-hour compulsory AML/CFT & personal data privacy module; 97 % pass rate	Keeps staff current with evolving regulations and sanctions regimes
Board oversight (Risk Committee)	Quarterly reviews	Ensures tone from the top and rapid escalation

Fair Labour Practices







	Collective bargaining		Freedom of association
	Renewed the agreement with improved terms with the Tanzania Union of Commercial & Industrial Workers (TUICO) <div>100 %</div> of employees covered by collective agreements; constructive engagement We made significant improvements in our collective bargaining to reflect of our commitment to improving the lives of our employees, retired employees, and their dependents. We committed to a lifetime health care scheme for retired employees, including those who retired on medical grounds. We enhanced retirement packages for those opting for early retirement and expanded the long service awards for employees staying longer.		Zero incidents of interference in union activities
			Disability inclusion
			7 employees with disabilities
			Working hours & leave
			<ul style="list-style-type: none"> · Three months of fully paid maternity leave for one child and · 100 days for twins and above; · 7-day paternity leave; · 6 months breastfeeding after maternity and allowances of two hours a day

Tax and Social Security Contributions

As part of our commitment to sustainability, we prioritize full compliance with tax and social security obligations, ensuring that we pay our fair share in accordance with the applicable laws and regulations in Tanzania. We uphold transparency in our tax reporting, aligning our disclosures with both local and international standards.

To mitigate potential tax-related risks, we have implemented strong internal controls, systems, and processes designed to ensure accuracy and compliance. These measures help us minimize the likelihood of errors and maintain the integrity of our financial practices.

Our dedication to responsible tax conduct also extends to open communication with stakeholders. By maintaining transparency around our tax practices, we reinforce trust and contribute to broader sustainability goals.

Corporate Tax	<div>TZS 218,714</div> <div>Million</div>	
Value-added Tax	<div>TZS 109,119</div> <div>Million</div>	
Excise Duty, service Levy and other taxes	<div>TZS 55,541</div> <div>Million</div>	
Skills & Development Levy	<div>TZS 8,586</div> <div>Million</div>	
PAYE	<div>TZS 69,860</div> <div>Million</div>	
Social security contributions	<div>TZS 30,410</div> <div>Million</div>	



06

Partnerships



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Strategic Partnerships for Development

We believe that meaningful partnerships are essential for achieving lasting sustainability. Collaboration lies at the heart of our strategy, enabling us to amplify impact, share knowledge, and co-create solutions that address complex social, environmental, and economic challenges. Through strategic alliances with government agencies, development partners, private sector actors, and community organisations, we are building a resilient ecosystem that supports inclusive growth and shared prosperity. Our commitment to partnership ensures that sustainability is not pursued in isolation but through collective action that drives systemic change and delivers value for all stakeholders.

Strategic Partners	Outstanding amount in TZS million 31 Dec 2024	Details	Linked to SDGs
AFDB	22,652	The fund was designed to support the Bank's initiatives aimed at fostering the growth of enterprises owned by women.	1,2,5,8,9,10,17
EIB	336,163	The funds were dedicated to supporting Small and Medium Enterprises with a special focus on the Blue Economy and Gender	1,5,8,10,14,17
PROPACO	133,245	The fund was designed to strengthen the Bank's initiatives aimed at supporting Small and Medium Enterprises, with a particular emphasis on microenterprises.	1,8,9,17
IFC	119,697	The facility aims to support the Bank's lending program to Eligible Sub-borrowers through Eligible Sub-loans in response to the COVID-19 pandemic, as well as SME and Women-Owned SME eligible sub-borrowers.	1,2,3,5,7,8,10,17
GCPF	25,087	The fund supports the Bank's efforts in managing climate-related projects.	7,13,17
GCF	85,217	The fund, through the TACADTP program, was designed to support farmers in Tanzania in accessing loans that would enable them to acquire climate adaptation technologies, thereby increasing resilience in their farming activities and combating the effects of climate change on agriculture.	1,2,13,17
CITI BANK	50,068	The fund aims to enhance financing opportunities for small businesses in the East African region, thereby strengthening the Bank's capacity to provide loans to small and medium-sized enterprises (SMEs) in Tanzania and Burundi, with a particular emphasis on businesses led or owned by women.	1,2,3,5,8,10,17
DFC	506,722		
FMO	162,946	The fund aims to bolster the Bank's efforts in Climate Financing, Agriculture, Agro-processing, and Gender initiatives.	1,2,3,5,8,10,13,17
RESPONSABILITY	24,387	The fund aimed to promote financial inclusion by fostering growth among micro, small, and medium-sized enterprises.	1,2,3,7,11,14,17

Responsible Procurement and Supply Chain

We recognise that procurement is not merely a transactional function; it is a strategic lever for driving sustainability, ethical conduct, and inclusive growth. Our approach to responsible procurement and supply chain management is grounded in the belief that every purchasing decision carries the potential to influence environmental stewardship, social equity, and economic resilience. By embedding Environmental, Social, and Governance (ESG) principles into our procurement processes, we aim to foster transparency, accountability, and long-term value creation across our entire value chain. This commitment ensures that our suppliers and partners uphold the same high standards we set for ourselves, contributing to a more sustainable and equitable future for all.

Embedding Sustainability into Supplier Contracts

We strengthened sustainability across our supply chain by embedding comprehensive Environmental, Social, and Governance (ESG) clauses into all supplier contracts. These updated agreements enforce compliance with environmental regulations, promote low-carbon practices, and uphold human rights and fair labour standards. They also emphasise ethical business conduct, transparency, and anti-corruption. This initiative extends our sustainability values to our partners, reinforcing our commitment to responsible sourcing, stakeholder trust, and a resilient, ethical business ecosystem.

Integrating ESG Criteria into RFPs and Supplier Evaluations

The Bank enhanced its procurement practices by embedding ESG principles into its Request for Proposal (RFP) framework. The updated process now evaluates suppliers not only on cost and performance but also on their adherence to environmental, social, and governance standards. Mandatory ESG benchmarks covering areas such as environmental compliance, labour rights, workplace safety, ethical governance, and local economic impact are now integral to supplier selection. Vendors must provide verifiable evidence of ESG compliance, ensuring that CRDB partners with organisations that align with its vision for sustainable and responsible growth.

Empowering the Procurement Team through Sustainability Training

The Bank launched a targeted awareness and capacity-building programme to embed sustainability into procurement practices. Through structured training based on the Procurement Sustainability Framework, procurement staff, contractors, and consultants were equipped with practical knowledge on ethical sourcing, waste reduction, fair labour, and regulatory compliance. A new guide, "Sustainability & Compliance in Procurement," was introduced to standardise expectations and reinforce accountability. By embedding sustainability clauses into contracts and empowering staff to lead by example, CRDB strengthened procurement governance and fostered a culture of responsible sourcing and continuous improvement across its value chain.





07

Driving impact through subsidiaries



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Driving impact through subsidiaries



Rachel Metta
Subsidiaries Sustainability Liaison

I am proud to champion our commitment to embedding sustainable practices across all facets of our operations, including our subsidiaries—CRDB Bank Burundi S.A., CRDB Insurance Company Limited, CRDB Bank Foundation, and CRDB Bank Congo. Each of these entities plays a vital role in translating our sustainability vision into tangible outcomes, from promoting financial inclusion and supporting healthcare initiatives to empowering youth and women and fostering environmental stewardship. Together, we are setting a benchmark in East Africa for how financial

institutions can drive meaningful societal change.

Our collaborative efforts are rooted in a shared purpose: to uplift the communities we serve and create a lasting impact. Through strategic partnerships, community engagement, and targeted programs, our subsidiaries are not only advancing CRDB Bank’s sustainability agenda but also reinforcing our values on the ground. Whether it’s through social development projects, educational support, or green initiatives, we are united in our mission to build resilient, inclusive, and environmentally conscious societies across the region.



Driving impact through subsidiaries







As East Africa’s largest integrated financial services provider, CRDB Bank Group embeds sustainability in every market it serves, guided by its EVOLVE strategy and the four Ps - Planet, People, Prosperity and Partnership. The Group’s footprint in Burundi is a key platform for translating this agenda into measurable impact on the ground.

During the 2024 financial year, CRDB Bank Burundi S.A. devoted about TZS 23 million to an environmental awareness campaign in partnership with OPDAD Burundi, underscoring its commitment to a cleaner, healthier ecosystem. The subsidiary strengthened public health by covering roughly TZS 10.8 million in paediatric hospital bills and underwriting life saving treatment for a child suffering from nephrotic syndrome. It further advanced social development by upgrading school infrastructure and opening classroom doors to more than 100 orphans, while championing gender equality through the “Malkia” Forum and specialised financial literacy training for 200 female university students. Community cohesion and wellness were nurtured through support of a Bujumbura marathon, an international cycling tour,

and sponsorship of a local basketball club. Finally, the bank invested approximately TZS 70.4 million in the Burundi Government’s Private Investors Conference and extended input finance alongside irrigation support to farmers, bolstering national economic growth and food security objectives.

These local actions echo the Group’s broader ambition to raise its green asset ratio from 7 % in 2024 to 15 % by 2030 and 30 % by 2050, driven by innovative instruments such as the oversubscribed USD 300 million Kijani Green Bond and forthcoming blended finance facilities. CRDB Bank Burundi is already leveraging Group policies - IFC aligned Environmental & Social Management Systems, SDG mapping and climate risk screening - to ensure every shilling deployed supports inclusive growth and low carbon development. By scaling climate smart agriculture finance, deepening public private partnerships and harnessing digital channels for financial inclusion, the subsidiary will continue to anchor CRDB Group’s journey toward “leaving a positive footprint in every aspect of life” across the Great Lakes region.

CRDB Bank Burundi S.A.

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Environmental Sustainability 	<ul style="list-style-type: none"> Allocated BIF 25,000,000 to support an environmental project with OPDAD Burundi, raising awareness for a cleaner, healthier environment. 	<ul style="list-style-type: none"> Contributed to improved environmental awareness and a cleaner community. 	
Human Resources 	<ul style="list-style-type: none"> Provided financial assistance for a child with nephrotic syndrome. Supported hospital bills (BIF 11,700,000) for patients at CHUCK. 	<ul style="list-style-type: none"> Improved access to critical healthcare. Enhanced community well-being. 	
Education Support 	<ul style="list-style-type: none"> Enabled school access for over 100 orphans, supported the Burundi Education Project for a library’s construction and equipping, and reinforced school infrastructure with donated cement. 	<ul style="list-style-type: none"> Enhanced educational opportunities. Improved learning conditions for vulnerable groups 	

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Women and Youth Empowerment 	<ul style="list-style-type: none"> Organised the ‘Malkia’ Forum to empower women. Conducted financial education training for 200 female university students. 	<ul style="list-style-type: none"> Strengthened financial literacy, and promoted inclusivity and gender equality in the community. 	 
Sports and Community Health 	<ul style="list-style-type: none"> Organised a marathon in Bujumbura. Supported an international cycling tour. Backed a basketball club in the African Road to BAL tournament. 	<ul style="list-style-type: none"> Promoted physical fitness and healthy lifestyles. Fostered community cohesion. Provided platforms for local talent to gain exposure and compete on international stages. 	 
Community Engagement 	<ul style="list-style-type: none"> Supported the Burundi Government’s Private Investors Conference with a contribution of BIF 76,500,000, helping mobilise resources to advance national development goals. 	<ul style="list-style-type: none"> Strengthened public-private partnerships. Actively contributed to advancing the national economic development agenda. 	
Sustainable Agriculture 	<ul style="list-style-type: none"> Financed agricultural inputs such as fertilisers and supported irrigation schemes, enabling farmers to access land and enhance commercial farming productivity. 	<ul style="list-style-type: none"> Enhanced agricultural productivity to strengthen food security and improve the livelihoods of rural communities. 	 
Gender inclusion 	<ul style="list-style-type: none"> Achieve gender equality and empower all women and girls 	<ul style="list-style-type: none"> Committed to promote eligible ladies on responsibility positions 	<ul style="list-style-type: none"> SDG 5 (Gender Equality)
Partnership 	<ul style="list-style-type: none"> Achieving the SDGs is only possible when governments, private sectors, UN and other actors work together and mobilize all available resources. 	<ul style="list-style-type: none"> Committed to create partnership with local and international stakeholders involved in sustainability 	<ul style="list-style-type: none"> SDG 17 (Partnerships for the goals)

CRDB Bank Congo

Embedding Sustainability in a HighGrowth Frontier

CRDB Bank Congo was incorporated in 2022 to serve the DRC’s fastgrowing economy and is translating this longterm vision into locally relevant actions while laying the foundations for scaled impact across the Great Lakes corridor.

People & Planet

During the 2024 financial year, the subsidiary deepened its communityhealth mandate by donating paediatric equipment to Jason Sendwe Hospital, proceeds from a charity marathon and launching an Environmental Club that empowers students in waste management, tree planting and climate stewardship. Internally, digitalbanking drives, energyefficient procurement and structured wastemanagement practices have already reduced the subsidiary’s operational footprint, reinforcing the Group’s decarbonisation pathway.

Prosperity

Responsible lending is now filtered through an Environmental & Social Management System (ESMS) lens aligned to IFC Performance Standards and the Group’s risk appetite. Staff and client training has boosted E&S awareness, while a compliancemonitoring framework ensures that credit growth supports inclusive, lowimpact development. The bank also provided SME finance and working capital to women entrepreneurs, directly advancing national objectives on economic empowerment and climate resilience.





Partnership & Innovation

Earlstage exploration of Green, Social and Sustainability (GSS) bonds, plus due diligence on renewableenergy projects, positions CRDB Bank Congo to drive the Group’s future greenfinance pipeline. Collaboration talks with government, privatesector players and development partners aim to unlock blendedfinance structures that crowd in capital for climatesmart infrastructure.

Accountability & Future Outlook

Transparent ESG reporting; underpinned by timebound targets on carbon reduction, waste minimisation and community resilience, ensures continuous improvement and alignment with Group metrics. As stakeholderengagement programmes scale in 2025, CRDB Bank Congo will remain a catalyst for inclusive, climatealigned growth, accelerating CRDB Group’s ambition to “leave a positive footprint in every market we serve.”

Summary Impact and Linked SDGs

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Community Health and Environmental Awareness 	<ul style="list-style-type: none"> Supported healthcare with medical equipment for Jason Sendwe Hospital’s Paediatric Ward. Organised a marathon to raise awareness and funds. Launched Environmental Club at EP Camp Mutombo, promoting waste management, tree planting, and sustainability education. 	<ul style="list-style-type: none"> Improved healthcare services for children. Raised awareness and funds for healthcare improvement. Enhanced environmental responsibility and awareness among students. 	  

Environmental and Social Risk Management in Lending 	<ul style="list-style-type: none"> Integrated Environmental and Social Management System (ESMS) into credit processes. Staff training and client engagement on E&S best practices. Established a framework for monitoring compliance. 	<ul style="list-style-type: none"> Ensured responsible lending practices. Increased awareness and adherence to environmental and social risks among staff and clients. Improved compliance and monitoring of risk management processes. 	  
Green Finance and Future Opportunities 	<ul style="list-style-type: none"> Exploring Green, Social, and Sustainability (GSS) Bonds. Identified potential green and social projects. Early-stage efforts in renewable energy financing and building a green asset portfolio. 	<ul style="list-style-type: none"> Positioned for future green finance opportunities. Laid the groundwork for funding sustainable projects. Increased potential for long-term green investment growth. 	  
Inclusive Growth and Economic Empowerment 	<ul style="list-style-type: none"> SME financing and working capital to support women entrepreneurs. Aligned lending practices with national development goals, focusing on economic empowerment and climate resilience. 	<ul style="list-style-type: none"> Created job opportunities and supported women entrepreneurs. Contributed to national development priorities like economic empowerment and climate resilience. 	   
Partnerships and Collaboration Outlook 	<ul style="list-style-type: none"> Early stages of exploring collaboration opportunities with the government, private sector, and development agencies. We already have partnerships with the EP Camp school, the JS Hospital, and River City 	<ul style="list-style-type: none"> Positioned for future partnerships to enhance sustainability efforts. 	
Operational Sustainability 	<ul style="list-style-type: none"> Promoted digital banking to reduce paper and fuel usage, enabling customers to perform transactions where they are. Adopted energy efficiency and eco-friendly procurement practices. Implemented waste management practices. 	<ul style="list-style-type: none"> Reduced environmental footprint through digital banking. Improved internal operations' sustainability. Contributed to waste reduction and resource efficiency within the bank. 	  

CRDB Insurance Company Limited

De-risking Sustainable Growth for CRDB Group

CRDB Insurance Company Ltd. (CIC), established in 2022 as Tanzania's first bank-owned non-life insurer, plays a crucial role in this mission. CIC focuses on climate resilience, inclusive finance, and low carbon investment. In the 2024 financial year, CIC enhanced corporate governance by integrating ESG filters into its operations, launched innovative insurance products like Kijani Bima and an AI-driven cattle insurance app, and expanded financial inclusion efforts in rural communities.



CIC's asset portfolio is being aligned with a low carbon economy, prioritizing green bonds and renewable energy projects. Transparent ESG reporting and time-bound targets ensure accountability and continuous improvement.

As part of its community engagement, CRDB partnered with Feza Boys School for a beach clean-up initiative at Coco Beach, Dar es Salaam, promoting environmental responsibility and supporting Sustainable Development Goals 13 and 14.

“...With ambitious targets to increase the share of green and socially inclusive assets to 15% by 2030 and 30% by 2050, the Group is making significant strides in promoting sustainable development.



Summary Impact and Linked SDGs

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Community Health and Environmental Awareness 	<ul style="list-style-type: none"> Supported healthcare with medical equipment for Jason Sendwe Hospital's Paediatric Ward. Organised a marathon to raise awareness and funds. Launched Environmental Club at EP Camp Mutombo, promoting waste management, tree planting, and sustainability education. 	<ul style="list-style-type: none"> Improved healthcare services for children. Raised awareness and funds for healthcare improvement. Enhanced environmental responsibility and awareness among students. 	  
Environmental and Social Risk Management in Lending 	<ul style="list-style-type: none"> Integrated Environmental and Social Management System (ESMS) into credit processes. Staff training and client engagement on E&S best practices. Established a framework for monitoring compliance 	<ul style="list-style-type: none"> Ensured responsible lending practices. Increased awareness and adherence to environmental and social risks among staff and clients. Improved compliance and monitoring of risk management processes. 	  
Green Finance and Future Opportunities 	<ul style="list-style-type: none"> Exploring Green, Social, and Sustainability (GSS) Bonds. Identified potential green and social projects. Early-stage efforts in renewable energy financing and building a green asset portfolio. 	<ul style="list-style-type: none"> Positioned for future green finance opportunities. Laid the groundwork for funding sustainable projects. Increased potential for long-term green investment growth. 	  
Inclusive Growth and Economic Empowerment 	<ul style="list-style-type: none"> SME financing and working capital to support women entrepreneurs. Aligned lending practices with national development goals, focusing on economic empowerment and climate resilience. 	<ul style="list-style-type: none"> Created job opportunities and supported women entrepreneurs. Contributed to national development priorities like economic empowerment and climate resilience. 	   
Partnerships and Collaboration Outlook 	<ul style="list-style-type: none"> Early stages of exploring collaboration opportunities with the government, private sector, and development agencies. 	<ul style="list-style-type: none"> Positioned for future partnerships to enhance sustainability efforts. 	
Operational Sustainability 	<ul style="list-style-type: none"> Promoted digital banking to reduce paper. Adopted energy efficiency and eco-friendly procurement practices. Implemented waste management practices. 	<ul style="list-style-type: none"> Reduced environmental footprint through digital banking. Improved internal operations' sustainability. Contributed to waste reduction and resource efficiency within the bank. 	  

CRDB Bank Foundation

Financial Literacy and Inclusion for Lasting Prosperity

In 2024, the CRDB Bank Foundation transitioned from a "program" model to a "movement," strengthening its commitment to empowering Tanzanians, particularly women, youth, and students, with the skills, confidence, and financial foundation necessary to thrive in a rapidly changing economy. The rapid growth of mobile money and the increase in digital entrepreneurship in Tanzania created both opportunities and risks. While grassroots businesses could access new markets, those lacking basic financial literacy risked falling further behind. To address this gap, we expanded our efforts from urban training hubs to include rural village centers, faith halls, and school classrooms, ensuring that no aspiring saver, trader, or student was left behind.

By expanding practical workshops, launching nationwide "Money-Smart Holiday" clinics, and pairing each lesson with accessible savings products,

the Foundation turned abstract concepts into everyday practices. Our trainers used real-life budgeting scenarios, role-playing exercises on mobile banking safety, and storytelling in local languages to make learning relatable. Equally important, the Foundation's Imbeju accounts eliminated monthly fees and simplified the onboarding process, allowing first-time customers to take immediate action based on what they learned. These combined efforts transformed our sustainability pledge into measurable, people-centered results: each new account opened, every shilling saved or invested wisely, and each young mind empowered serves as a fundamental building block for Tanzania's inclusive growth and long-term resilience.

As a group, we believe that combining practical knowledge with accessible banking not only expands the circle of inclusion but also creates a foundation for sustainable, grassroots prosperity, empowering each saver, student, and startup.




















Empowering Entrepreneurs for a Sustainable Future

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Capacity Building 	<ul style="list-style-type: none"> Enterprise Growth Accelerator (EGA): A six-month mentorship and training focused on financial management, business expansion, and market linkages. Women in Business Initiative: A tailored training for female entrepreneurs Youth Start-Up Incubator: A platform providing young entrepreneurs with technical skills, mentorship, and access to business networks 	<ul style="list-style-type: none"> 15,000+ entrepreneurs trained in 2024 60% of MSMEs reported revenue growth Strengthened partnerships for enterprise resilience 	   
Financial Literacy 	<ul style="list-style-type: none"> Smart Money for Entrepreneurs: A financial literacy campaign focused on budgeting, savings, and credit management. Digital Financial Inclusion Programme: Training on mobile banking, digital payments, and financial security. Access to Finance Workshops: Facilitated interactions between entrepreneurs and financial institutions, improving access to credit. 	<ul style="list-style-type: none"> 20,000+ MSMEs trained 30% increase in formal banking adoption Reduced loan default rates 	   
Entrepreneurship Skills 	<ul style="list-style-type: none"> Business Simulation Labs: Hands-on business learning Export Readiness Programme: Training on international trade and compliance to expand market reach. Technology and Innovation Hub: A dedicated space for digital entrepreneurs to develop and scale tech-driven solutions. 	<ul style="list-style-type: none"> 5,000+ entrepreneurs skilled 300 businesses mentored Strengthened ties with industry 	   
Climate Adaptation 	<ul style="list-style-type: none"> Green Business Development Fund: Supporting enterprises adopting eco-friendly practices, such as waste management and renewable energy. Climate-Smart Agriculture Programme: Training for agribusinesses on drought-resistant farming, irrigation systems, and sustainable inputs. Carbon Credit Awareness Campaign: Educating businesses on carbon markets and sustainability reporting. 	<ul style="list-style-type: none"> 3,000+ agribusinesses trained. USD 5 Million in green funding. Increased adoption of sustainable practices. 	   

Bridging Gaps to Unlock Growth Engines

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Expanding Access to Finance 	<ul style="list-style-type: none"> Development of microfinance products targeting informal businesses. Expansion of SME loan programmes with flexible terms. Partnerships with fintech firms to enable digital lending. 	<ul style="list-style-type: none"> 50,000+ entrepreneurs gained access to affordable financing in 2024. 30% increase in formalisation of informal businesses due to improved financial access. Strengthened economic participation of women and youth through targeted loan schemes. 	   
Digital Financial Inclusion 	<ul style="list-style-type: none"> Introduction of mobile banking and agent banking services. Digital payment solutions for MSMEs and informal traders. Financial literacy programmes on digital banking tools. 	<ul style="list-style-type: none"> Over 2 Million new digital accounts opened in 2024. Significant reduction in cash-based transactions, promoting security and efficiency. Enhanced financial autonomy for rural entrepreneurs and smallholder farmers. 	   
Financial Literacy and Business Advisory Services 	<ul style="list-style-type: none"> Nationwide financial literacy campaigns targeting MSMEs and cooperatives. Business advisory services to improve financial planning and risk management. Customised financial education for women entrepreneurs and youth start-ups. 	<ul style="list-style-type: none"> Over 100,000 individuals trained in financial literacy and business management. 40% increase in loan repayment rates due to better financial discipline. Strengthened entrepreneurial ecosystems through advisory and mentorship networks. 	  
Business Growth through Market Linkages 	<ul style="list-style-type: none"> Trade fairs and business networking events. Export readiness programmes for MSMEs. E-commerce platforms support for small businesses. 	<ul style="list-style-type: none"> Over 5,000 MSMEs connected to new market opportunities. 15% increase in MSME exports supported by CRDB Foundation. Strengthened supply chains and local production ecosystems. 	  
Green Financing for Sustainable Business Growth 	<ul style="list-style-type: none"> Green loan products for renewable energy, waste management, and climate-smart agriculture. Training on sustainable business practices. Partnerships with global institutions for climate financing. 	<ul style="list-style-type: none"> USD 10 Million+ disbursed in green financing for SMEs in 2024. Increased adoption of sustainable business models across key industries. Stronger resilience to climate-related business risks. 	   

Driving Job Creation and Market Access in Tanzania

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Youth Innovation and Entrepreneurship 	<ul style="list-style-type: none"> iMBEJU Buni – Supporting young innovators through funding, mentorship, and accelerator programmes. 	<ul style="list-style-type: none"> 2,452 youth-led startups supported with TZS 5.05 Billion in seed funding (20% increase from 2023) 51 startups enrolled in accelerator (via COSTECH, ICT Commission, UNDP-FUNGUO) 5 startups sponsored for African Startup Conference. Increased digital adoption for operational efficiency. 	   
Women's Economic Empowerment 	<ul style="list-style-type: none"> iMBEJU Ng'ara – Business training, financial literacy, and funding for women entrepreneurs. 	<ul style="list-style-type: none"> 128,298 women trained (30% from 2023). 2,421 women accessed markets via trade fairs. TZS 2.4 Billion in seed funding accessed by women-led businesses. 	   
Agricultural Development & Climate Resilience 	<ul style="list-style-type: none"> iMBEJU Kilimo – Access to finance, value chain integration, and climate-smart agriculture. 	<ul style="list-style-type: none"> 5,000 smallholder farmers supported (10% growth from 2023). Partnerships with TBL, Kilombero Sugar, CARE Tanzania. 6,000 farmers trained in climate-smart practices (25% growth from 2023). 	   
Health and Social Impact 	<ul style="list-style-type: none"> CRDB Bank Marathon – Fundraising for maternal and child healthcare. 	<ul style="list-style-type: none"> TZS 1.3 Billion raised for maternal and child health. 100 children received heart surgeries (JKCI). 72 high-risk pregnancies supported with specialised care. 	 
Digital and Financial Inclusion 	<ul style="list-style-type: none"> Collaborations with UNDP, GIZ, Mastercard Foundation for digital access and training. 	<ul style="list-style-type: none"> 60,763 individuals reached (15% increase from 2023) Women and youth entrepreneurs integrated into regional/international markets. Increased mobile banking and digital financial literacy. 	   

Strategic Investments and Achievements in Technical Assistance Management

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Entrepreneurship and Skills Development 	<ul style="list-style-type: none"> 250+ technical assistance programmes across sectors. Financial and business literacy training for 128,298 individuals. Mentorship and support to youth-led startups via iMBEJU Buni. Business training to 10,000+ MSEs. 	<ul style="list-style-type: none"> Strengthened SME capacity and entrepreneurial ecosystems. Enabled over 5,000 entrepreneurs to access financing. Youth and women entrepreneurs scaled operations with tailored support. 	   
Digital and Financial Inclusion 	<ul style="list-style-type: none"> Strengthened SME capacity and entrepreneurial ecosystems. Enabled over 5,000 entrepreneurs to access financing. Youth and women entrepreneurs scaled operations with tailored support. 	<ul style="list-style-type: none"> Improved digital access to finance for rural populations. Increased use of mobile and digital tools for business and finance. Greater financial autonomy for underserved groups. 	  
Climate Resilience and Green Advisory 	<ul style="list-style-type: none"> Climate-smart advisory to SMEs, cooperatives, and rural entrepreneurs. Green financing education and facilitation. 6,000+ beneficiaries adopted sustainable practices. Provided climate resilience advisory to agricultural cooperatives and green enterprises. Supported 200+ SMEs and cooperatives in digitisation and financial access. Partnered with institutions to deliver financial 	<ul style="list-style-type: none"> Enhanced climate resilience and sustainable operations among community businesses. Fostered responsible business models. 	 

Focus Area	Initiative	Impact/Outcome	Linked SDGs
Institutional and Policy Support 	<ul style="list-style-type: none"> Advisory to 5 municipal governments and 3 regulatory agencies Implementation of MSME finance models and inclusion strategies. Developed institutional advisory services in partnership with global entities. 	<ul style="list-style-type: none"> TZS 2 Billion disbursed to women and youth through municipal programmes. Strengthened governance for inclusive finance. 	  
Strategic Ecosystem Partnerships 	<ul style="list-style-type: none"> Collaborations with Mastercard Foundation, UNDP, Bill & Melinda Gates Foundation, USAID Public-Private Partnerships with Tanzania Breweries Limited, COSTECH, and financial institutions Structured mentorship and blended finance models Scalable training framework set up with BOT, UNDP, and Mastercard Foundation. Digital tools used to deliver remote advisory services to rural entrepreneurs. 	<ul style="list-style-type: none"> Secure over TZS 10 Billion in blended financing for technical assistance programmes. Develop structured mentorship programmes for youth entrepreneurs and SMEs. Provided access to finance and market linkages for barley and tea farmers. Supported innovation-driven enterprises through technical mentorship. 	



