



招銀金租

CMB FINANCIAL LEASING



2024

Sustainability Report

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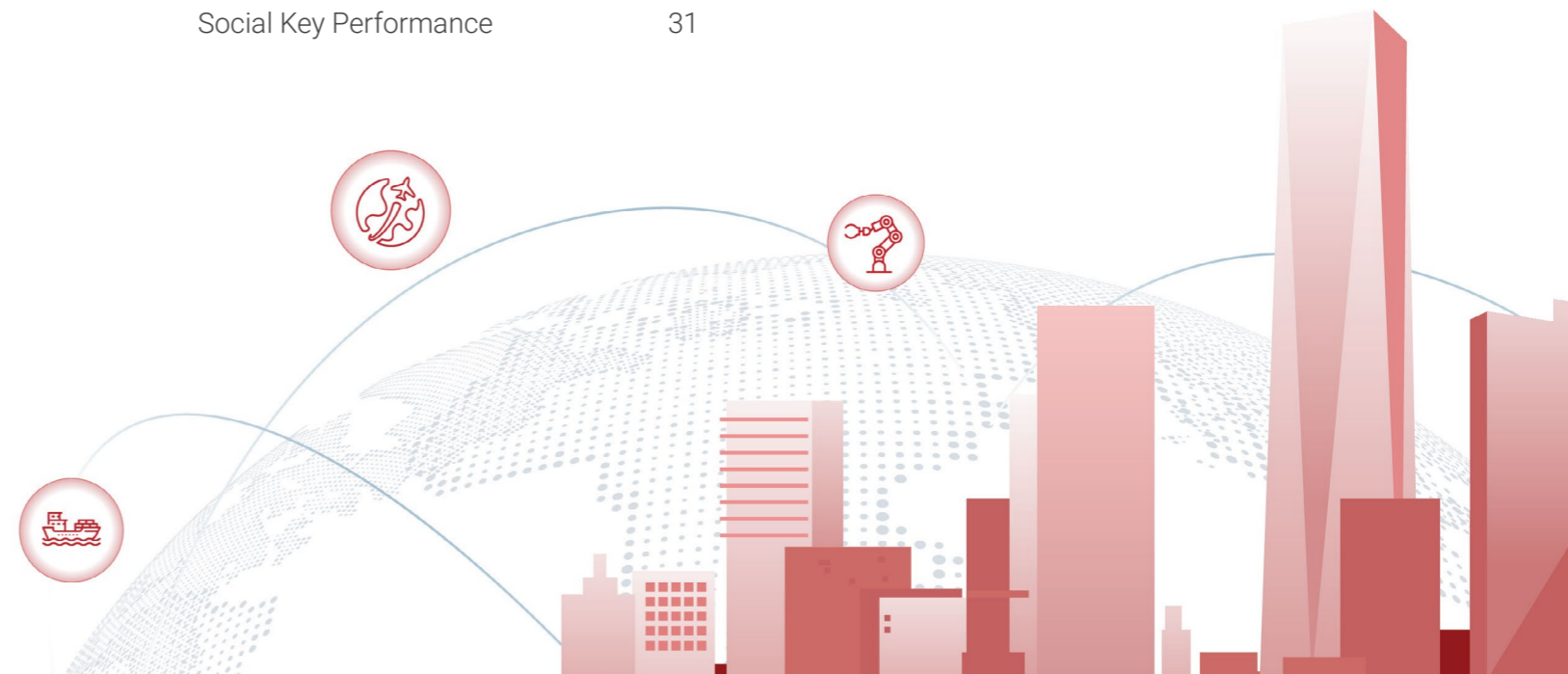
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About the Report

This report is the second Sustainability Report issued by CMB Financial Leasing Co., Ltd., presenting to stakeholders its sustainability philosophy, management approaches, implemented initiatives, and achieved outcomes throughout its operations.

● Reporting Scope

This report covers CMB Financial Leasing Co., Ltd. and its subsidiaries (referred to as "CMB Financial Leasing" "CMBFL" "the Company" or "We"). Unless otherwise specified, the scope is consistent with that of the consolidated financial statements of CMB Financial Leasing for the corresponding period.

● Reporting Period

The reporting period is from January 1, 2024, to December 31, 2024. Unless otherwise stated, all data in this report refer to this period.

● Basis of Preparation

This report has been prepared in accordance with the Global Sustainability Standards Board (GSSB) GRI Standards (2021).

● Data Explanation

The data and cases in this report are derived from actual business operations. Unless otherwise stated, the statistical scope of the data is consistent with that of the consolidated financial statements of CMB Financial Leasing for the same period.

All financial data in this report are presented in RMB. In case of any discrepancy between the financial data in this report and the Company's annual financial statements, the latter shall prevail.

● Publication Format

This report is published in both print and electronic formats. The electronic version is available for viewing and download on the official website of CMB Financial Leasing (<https://www.cmb-leasing.com>).

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Statement from Management

The year 2024 marked a period of integration between CMB Financial Leasing and its parent bank, as well as significant progress in advancing sustainable development practices. Guided by our founding mission of "serving the real economy and equipping the future," we fully implemented the guiding principles of the 20th National Congress of the Communist Party of China and the Second and Third Plenary Sessions of its 20th Central Committee. We earnestly studied and acted upon the directives of the Central Financial Work Conference and the Central Economic Work Conference, placing high-quality development at the core of our agenda. We continued to improve our governance system, deeply embedded sustainability principles into our strategic planning and operational practices, actively fulfilled our economic, environmental, and social responsibilities, and continuously create value to make concrete strides toward achieving sustainability goals.

Empowering Green Growth: A New Blueprint for Low-Carbon Development. Over the past year, guided by China's "dual carbon" goals, we integrated green development throughout our entire business chain. We built a comprehensive framework encompassing "green finance deployment, green risk management, green financial products, and green operational capabilities." Focusing on green aviation, green shipping, and renewable energy, we significantly expanded both the scale and quality of our green leasing business. Breakthroughs in innovative green finance products emerged continuously, contributing notably to the low-carbon transition of the real economy. By the end of 2024, our green leasing balance reached RMB 144.9 billion, accounting for 51% of our total leasing assets, which successfully meeting the goal of "maintaining green leasing assets at no less than 40% of total leasing assets, with a year-on-year growth rate exceeding that of the overall asset scale."

Serving the Greater Good: Embracing a New Mission of Social Responsibility. CMB Financial Leasing always prioritizes alignment with national strategies as a central task. We remained deeply engaged in our three core business sectors—aviation, shipping, and equipment leasing—fulfilling our commitment to serve the country and the people through finance. We supported the commercial success of China's domestically produced C919 aircraft, safeguarded the voyage of "build Chinese ships for Chinese shipping", and helped highlight the value of "Made in China." In 2024, our leasing business disbursed a record-high RMB 111.7 billion, bringing our year-end leasing asset balance to RMB 285.3 billion. At the same time, we upheld a people-centered approach, enhancing talent development, caring for our employees, and actively participating in public welfare to convey the human warmth of financial services.

Upholding Integrity and Innovation: Strengthening Governance for the Future. We established a transparent and accountable corporate governance system with effective checks and balances, reinforced risk management and compliance, and built a solid foundation for sound and sustainable growth. We placed strong emphasis on anti-corruption and anti-money laundering initiatives, consistently advancing a culture of integrity and stakeholder co-governance. These efforts significantly improved transparency and accountability. In 2024, in response to macroeconomic shifts, we timely adjusted our risk and compliance frameworks, enhancing the precision of our risk prevention measures. Through optimizing governance mechanisms, advancing data governance, and leveraging technology, we achieved simultaneous improvements in operational quality and regulatory compliance.

Forging Ahead with Strength and Resolve. The year 2025 marks the final year of the "14th Five-Year Plan", the beginning of planning for the "15th Five-Year Plan", and a pivotal stage for deepening reform and advancing Chinese modernization. CMB Financial Leasing will continue to be guided by the vision of sustainable development, focusing on the strategic pillars of "specialization, internationalization, and digitalization." We will further strengthen our position in green finance, take an active role in serving national strategies, and continue refining our governance capabilities. With these efforts, we aim to become a first-class financial leasing company and contribute even more to high-quality economic and social development and a sustainable future.

About Us

Company Profile

As one of the first bank-affiliated financial leasing companies approved by the State Council for pilot operation, CMB Financial Leasing officially commenced business in Shanghai in April 2008. With a registered capital of RMB 18 billion, the Company is wholly owned by China Merchants Bank. CMB Financial Leasing focuses on three core business sectors—aviation, shipping, and equipment leasing—with operations spanning over 27 countries and regions worldwide. The Company continues to optimize and upgrade its asset structure, promoting coordinated development in terms of quality, efficiency, scale, and structure. It actively channels financial resources into the real economy, contributing to high-quality economic and social development.

Basic Information of CMB Financial Leasing

Company Name	CMB Financial Leasing Co., Ltd.
Date of Establishment	March 28, 2008
Company Address	21st–24th Floors, China Merchants Bank Tower, 1088 Lujiazui Ring Road, Shanghai, China
Registered Capital	RMB 18 billion
Total Assets	RMB 309.784 billion
Total Number of Employees	292

CMB Financial Leasing Asset Structure

▶ As of the end of 2024, CMB Financial Leasing has cumulatively disbursed **RMB 937.1 billion** since its inception, with a leasing asset balance of **RMB 285.3 billion**.



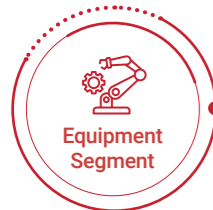
Aviation Segment

Year-end leasing asset balance was **RMB 66.3 billion**, with a fleet size of **194 aircraft**. It ranks **3rd** among domestic financial leasing companies with over RMB 100 billion in assets and **17th** globally among aircraft leasing companies.



Shipping Segment

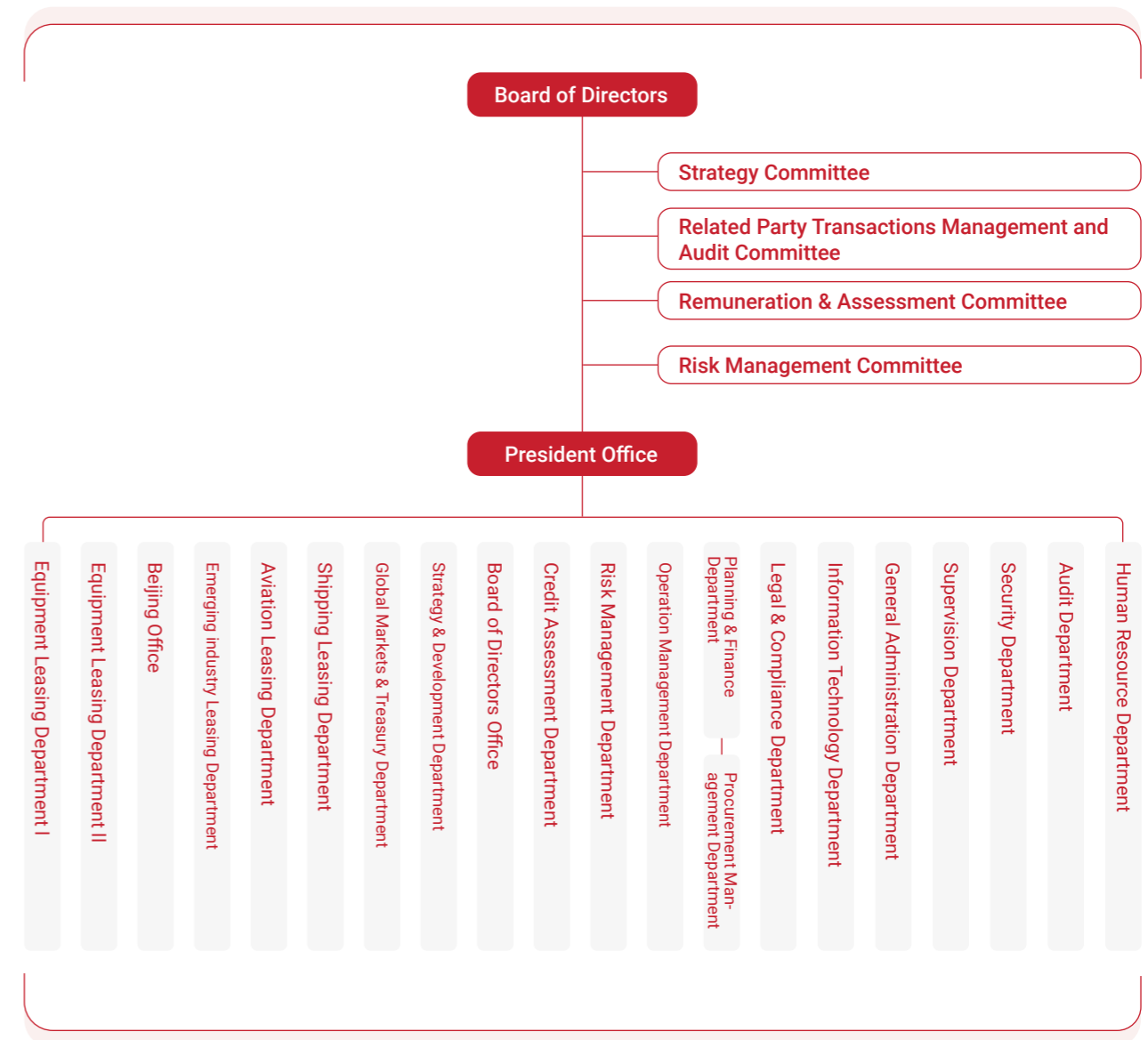
Year-end leasing asset balance was **RMB 73.3 billion**, with a fleet size of **233 vessels**. It ranks **4th** among domestic financial leasing companies with over RMB 100 billion in assets and **10th** globally among shipping leasing companies.



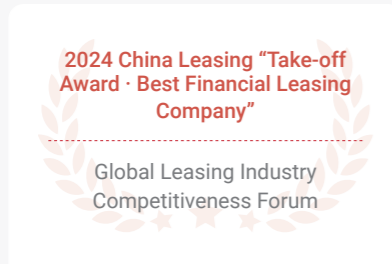
Equipment Segment

Year-end leasing asset balance was **RMB 145.7 billion**, of which **65%** relates to leasing assets serving new quality productive forces.

Organizational Structure



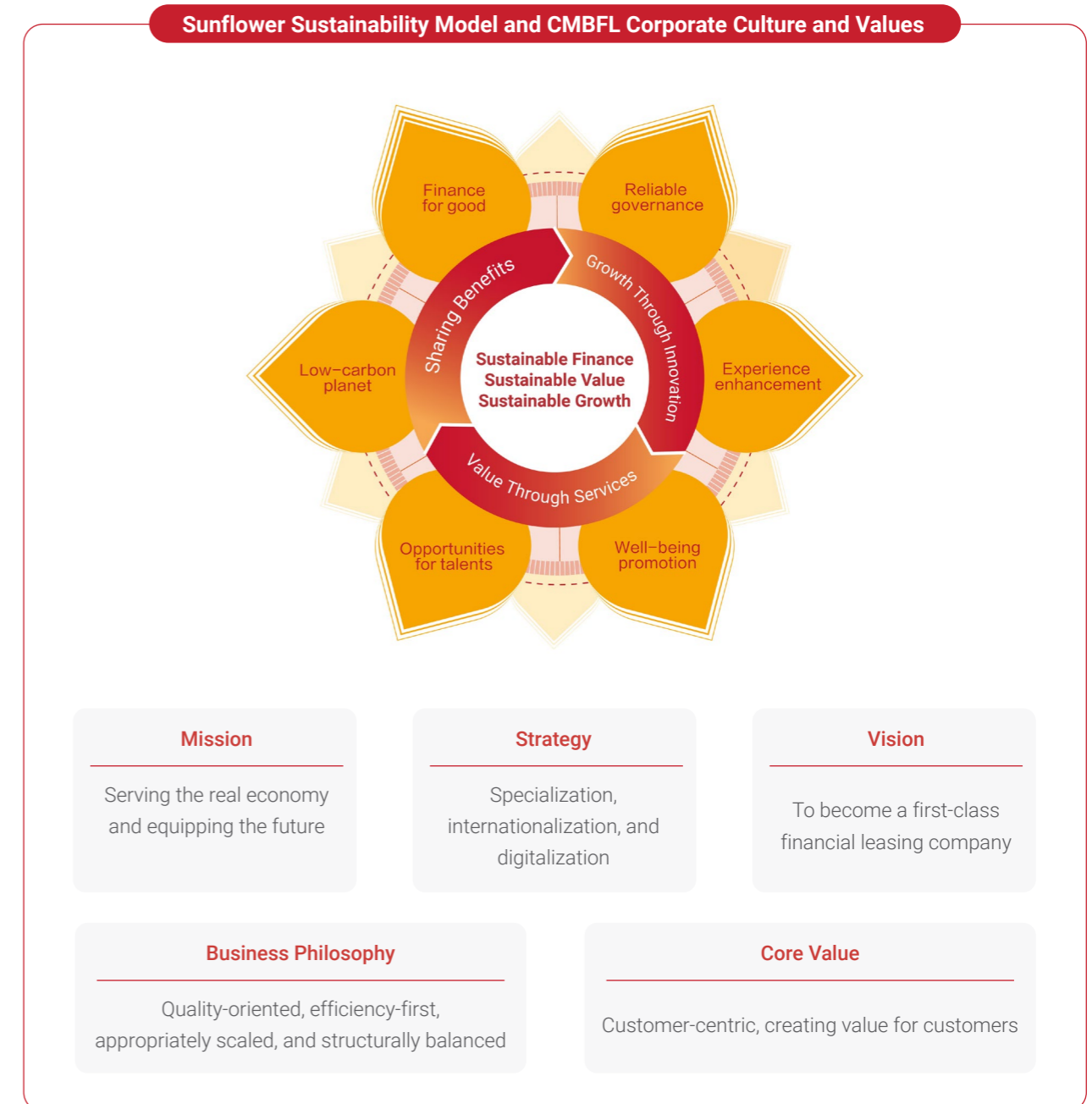
Awards and Recognition



Sustainability Management

Sustainability Philosophy and Model

Building on China Merchants Bank's "Sunflower" Sustainability Model, CMB Financial Leasing integrates its own corporate culture and values to develop a sustainability pathway with distinctive CMBFL characteristics. The Company continuously enhances management effectiveness and is committed to creating long-term, sustainable shared value for all stakeholders.



Materiality Assessment

CMB Financial Leasing integrates its development strategy with materiality analysis by conducting research on policies and disclosure standards, benchmarking against industry peers, and engaging with experts to update, analyze, prioritize, and report on key sustainability topics.

In 2024, the Company conducted a double materiality assessment in line with the *Shanghai Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 4 – Preparation of Sustainability Reports*. This approach evaluated both impact materiality and financial materiality, resulting in the identification of 11 material topics. Related management actions and performance are highlighted throughout this report.

CMB Financial Leasing Materiality Assessment Process

Understanding Business Activities and Context	<ul style="list-style-type: none"> Understand the Company's operations and business relationships. Analyze the external environment and identify key affected stakeholders.
Establishing the Topic List	<ul style="list-style-type: none"> Develop a comprehensive list of topics based on the Company's business characteristics and industry attributes, with reference to peer benchmarking and China Merchants Bank's sustainability topics.
Assessing Materiality	<ul style="list-style-type: none"> Engage continuously with stakeholders and internal/external experts through daily operations to assess topics from both the perspective of impact materiality and financial materiality.
Reporting on Material Topics	<ul style="list-style-type: none"> Reviewed and approved by the Board of Directors, with high materiality topics disclosed in detail in the report.

CMB Financial Leasing Materiality Topics

Topic Category	Material Topic	Impact Materiality	Financial Materiality
Environmental	Green Finance	✔	✔
	Environmental Impact of Operations	✔	✘
Social	Serving National Strategies	✔	✔
	Optimizing Customer Service	✔	✘
	Employees	✔	✔
	Social Contribution	✔	✘
	Supplier Management	✔	✘
Governance	Corporate Governance	✔	✘
	Comprehensive Risk Management	✔	✔
	Business Ethics	✔	✘
	Data Governance	✔	✔

Communications with Stakeholders

CMB Financial Leasing regards communication with stakeholders as a fundamental part of sustainability management. Based on actual business and management characteristics, six key stakeholder groups with significant impact have been identified. Tailored communication policies and regular engagement mechanisms are established for each stakeholder group to continuously enhance the effectiveness of stakeholder communication.

CMB Financial Leasing Key Stakeholders' Communication and Responses

Key Stakeholders	Areas of Concern	Main Communication and Response Method
Government and Regulators	<ul style="list-style-type: none"> Green Finance Environmental Impact of Operations Serving National Strategies Comprehensive Risk Management Business Ethics 	<ul style="list-style-type: none"> Implement the "Five Major Areas of Finance" Green operation management system Establish regular risk management mechanisms Promote integrity culture
Customers	<ul style="list-style-type: none"> Green Finance Serving National Strategies Optimizing Customer Service Data Governance 	<ul style="list-style-type: none"> Develop green leasing business Build "Six New" industrial finance system Provide one-stop financial services Protect consumer rights Lease customer relationship management system
Employee	<ul style="list-style-type: none"> Employee Recruitment and Employment Employee Rights and Benefits Employee Communication and Care Employee Training and Development Employee Health and Safety 	<ul style="list-style-type: none"> Campus and social recruitment Improve benefits system Employee representative meetings Employee training system Fire safety drills
Shareholders	<ul style="list-style-type: none"> Corporate Governance Comprehensive Risk Management 	<ul style="list-style-type: none"> Improve corporate governance structure Establish regular risk management mechanisms
Partners	<ul style="list-style-type: none"> Supplier Management Business Ethics 	<ul style="list-style-type: none"> Promote green procurement concept Implement anti-corruption management for suppliers
Community and Nature	<ul style="list-style-type: none"> Environmental Impact of Operations Social Contribution 	<ul style="list-style-type: none"> Green operation management system Targeted assistance for rural revitalization Employee volunteer activities



Environmental Section

Practicing Green Principles, Building an Ecological Future

CMB Financial Leasing continuously establishes and improves its green development system by supporting investments in green industries, strengthening green risk management, optimizing green financial products, and enhancing green operational capabilities. The Company actively contributes to the nation's timely achievement of the "dual carbon" goals, striving to increase its overall impact.

CMB Financial Leasing Green Development System

Green Finance Deployment

- Continuously support green and low-carbon development, ensuring that the balance of green leases accounts for no less than 40% of the Company's total leasing assets, with a year-on-year growth rate exceeding that of the overall asset scale.

Green Risk Management

- Continuously enhance industry insight, study and improve technologies and industry evolution in ecological transformation, and establish differentiated risk appetite and credit policies.

Green Financial Products

- Actively develop green leasing products, providing high-quality leasing solutions for customers focused on low-carbon emission reduction.

Green Operational Capability

- Following and upholding China Merchants Bank's green management philosophy, internally establish a green operation system covering financing, performance assessment and incentives, and administrative management, injecting green leasing momentum into the China Merchants Bank Group's growth engine.

Green Finance, Empowering the Low-Carbon Transition

CMB Financial Leasing is committed to supporting the coordinated and sustainable development of socioeconomic transformation and environmental resources, integrating green development principles into its entire business process. By continuously expanding its green financial product offerings and increasing the proportion of green assets, the Company focuses on areas such as low-carbon shipping, green aviation, and energy-efficient equipment, steadily contributing to the green and low-carbon transformation of the real economy and advancing sustainable development through financial empowerment.

The Company follows policy guidelines such as the *Guiding Opinions on Further Strengthening Financial Support for Green and Low-Carbon Development* and draws on internal frameworks like the *CMB Green Finance Business Development Committee Rules of Procedure*. It has formulated key internal documents, including the *CMB Financial Leasing Green Finance Development Plan (2021–2025)* and the *CMB Financial Leasing Green Finance Development Regulations*. A top-down governance structure—from the Board of Directors to the management and execution levels—has been established to ensure effective decision-making and implementation, securing the smooth execution of the Company's green finance development strategy.

CMB Financial Leasing Green Finance Governance Structure

Board of Directors

- The Company's Board of Directors assumes primary responsibility for green finance, determines the green finance development plan, and approves the green finance objectives and reports submitted by senior management. The Board may delegate responsibilities to a dedicated committee to oversee and evaluate the implementation of the green finance strategy.

Executive Management

- Based on the Board's resolutions, the President Office sets green finance targets, establishes mechanisms and processes, clarifies responsibilities and authorities, and conducts internal supervision and performance evaluations. It reports annually to the Board on green finance progress and submits relevant information to regulatory authorities as required.

Operational Departments

- The Strategy & Development Department, Board of Directors Office, Risk Management Department, Credit Assessment Department, Legal & Compliance Department, Global Markets & Treasury Department, Planning & Finance Department, Human Resource Department, and General Administration Department each perform their respective duties to ensure the smooth advancement of green finance-related initiatives.

The Company focuses on three core business segments—aviation, shipping, and equipment leasing—and continues to innovate its financial service models to support customers in their low-carbon transition and upgrades, thereby driving the high-quality development of green finance. As of the end of 2024, the Company's green leasing balance reached RMB 144.9 billion, accounting for 51% of its total leasing assets, successfully achieving the target of "maintaining green leasing assets at no less than 40% of total leasing assets, with a year-on-year growth rate exceeding that of the overall asset scale."

Overall Overview of CMB Financial Leasing Green Finance Business

Year	Green Leasing Asset Deployment (Cumulative for the Year)			Green Leasing Asset Balance (As of Year-End)		
	Green Leasing Asset Deployment (RMB 100 million)	YoY Growth (%)	Proportion of Total Deployment (%)	Green Leasing Asset Balance (RMB 100 million)	Growth Since Beginning of Year (%)	Proportion of Total Leasing Asset Balance (%)
2022	384	7	43	1,054	17	43
2023	547	42	50	1,215	15	45
2024	734	34	66	1,449	19	51

Note: The scope of green leasing assets is based on the former CBIRC's definition of green loans, as well as operating lease assets that meet the CBIRC's green criteria.

Supporting the Green Transition in Aviation

The Company actively embraces the concept of green development by increasing the deployment of new-generation green aircraft. At the same time, it facilitates the disposal of aging aircraft through various approaches, including remarketing after lease expiration, asset trading, passenger-to-freighter conversions, and disassembly with recycling. These efforts help airlines upgrade their fleets to newer, more environmentally friendly models, thereby contributing to the green transformation of the aviation industry.



CMB Financial Leasing 2024 Green Aviation Services Achievements

In 2024, the Company deployed a total of **28** next-generation green aircraft, with green aircraft investments accounting for **90.32%** of the newly added aviation assets. The proportion of green aircraft increased by nearly **10%** compared to the end of the previous year.

Types of Green Aircraft	Quantity
COMAC C919	2 aircraft
Airbus A320neo	21 aircraft
Airbus A220-300	3 aircraft
Airbus A350	2 aircraft

Note: Green aircraft standards refer to more energy-efficient and environmentally friendly aircraft that use new-generation engines.



Operating Lease of A350 Supports Green Transformation of a European Airline

An airline, a founding member of the International Airlines Group (IAG), is replacing its A330 fleet with more economical and environmentally friendly A350 aircraft to enhance customer experience while promoting energy conservation and emission reduction, aiming to halve carbon emissions by 2030.

The Company customized an A350 operating lease solution for the airline and successfully delivered the first A350 aircraft worth over 1 billion RMB in 2024. This milestone marks the Company's full business coverage of Europe's three major airline groups (IAG, Air France-KLM, Lufthansa), significantly enhancing its influence in the European aviation market.

In addition, The Company conducts in-depth industry research, producing several thematic reports on the green transformation of the aviation industry, and actively participates in industry forums and seminars to help build a sustainable aviation ecosystem.

CMB Financial Leasing 2024 Initiatives to Support the Construction of a Sustainable Aviation Ecosystem

- On May 15, the Company participated in the "China Aviation Financing Forum" organized by Boeing and actively engaged in discussions on green development in aviation financing and energy saving and emission reduction pathways in the aviation industry.
- On May 27, the Company attended the "Aviation Lessor Seminar" organized by Airbus to jointly discuss sustainable development in the aviation sector.
- On December 6, the Company participated in the "Aviation Professional Business Exchange Meeting" organized by China Merchants Bank Shanghai Branch and delivered a keynote speech on changes and prospects in the aviation leasing market, analyzing the strategic significance of the low-altitude economy for the green development of the aviation industry.
- On December 27, the Company held a special seminar on "Green Finance Supporting Energy Saving and Emission Reduction in the Aviation Industry" with BOCOM Leasing, discussing the *EU Corporate Sustainability Reporting Directive (CSRD)* requirements for sustainable information disclosure of Irish-registered aircraft leasing companies, challenges in implementation, and the implications for environmental information disclosure by domestic financial institutions.

Supporting Low-Carbon Development in Shipping

The Company closely monitors environmental technology trends in the shipping industry, focuses on customers' new demands for environmentally friendly ship types, prioritizes support for energy-saving and environmentally friendly vessel leasing, helps upgrade fleets, and continuously empowers the shipping industry's low-carbon transformation through green finance, fulfilling global carbon reduction responsibilities.

CMB Financial Leasing 2024 Green Shipping Service Achievements

As of the end of 2024, the Company's green shipping asset balance exceeded **RMB 30.7 billion**. The number of green ships accounted for **23.61%** of the total fleet.

Types of Green Ship	Quantity
Liquefied Natural Gas Carrier (LNG)	32 ships
Ships Using Liquefied Natural Gas Fuel	14 ships
Ethane Carrier	5 ships
Very Large Gas Carrier (VLGC)	4 ships

Note: Green ship standards refer to ships that can improve energy efficiency, reduce greenhouse gas (GHG) emissions, and use clean energy.



Enhancing Transport Efficiency for Clean Energy Shipping Project

The Company led a consortium of multiple financial institutions to provide approximately USD 1.68 billion in financing support for an energy company and a marine group's liquefied natural gas shipping project. The funding supported the purchase of four 174,000 cubic meter LNG carriers, four VLGC vessels, and one 270,000 cubic meter QCMAX LNG carrier.

The QCMAX is the world's largest LNG ship, featuring greater cargo capacity, lower energy consumption, and reduced emissions. This project not only strengthens the international competitiveness of state-owned shipping enterprises but also helps domestic shipyards upgrade their industries., promoting the green transformation and sustainable development of the shipping industry.

In addition, the Company actively participates in various forums and seminars, engaging in in-depth exchanges with industry experts, enterprises, and academia. Through these interactions, the Company continuously advances cutting-edge research on green transformation and technological innovation in the shipping industry, collaboratively exploring solutions for the shipping sector's low-carbon transition, environmental technology development, and sustainable development.



Jointly Hosting the "2024 Shipping Finance Leasing Forum"

On May 30, the Company, together with Wah Kwong Maritime Transport and Bureau Veritas (BV) France, successfully held the "2024 Shipping Finance Leasing Forum," attended by over 80 representatives from more than 30 companies. The forum, themed "Innovation, Green, Sustainability," explored the integration of green technology and financial leasing, conducted in-depth analysis of key issues in green development, and focused on how the shipping industry can reduce carbon emissions through innovative technologies to achieve sustainable development.

Promoting Green Equipment Leasing Development

The Company focuses on the "new energy" and "new mobility" areas, continuously innovating and deeply deploying in new energy applications and low-carbon transportation businesses. It accelerates the promotion and application of green energy technologies while actively driving the low-carbon transformation of the transportation industry. The Company is committed to contributing to the achievement of more environmentally friendly and sustainable development goals in the energy and transportation sectors.

CMB Financial Leasing 2024 Green Equipment Leasing Service Achievements



New Energy

As of the end of 2024, the leasing asset balance in the new energy sector exceeded **RMB 53 billion**, serving **over 400 customers** cumulatively.



New Mobility

As of the end of 2024, the leasing asset balance in the new mobility sector was nearly **RMB 10 billion**, with a fleet of over **75,000 vehicles**.

The Company actively integrates new energy project resources and innovates service models to build a customer ecosystem for green power consumption. It is committed to creating a multi-party participatory and collaboratively developed industry cluster, focusing on enhancing the positive environmental impact of financial services.

CMB Financial Leasing 2024 New Energy Project Energy Saving and Emission Reduction

	Wind Power Generation	Solar Power Generation
Number of Projects with Available Data ¹	46	278
Estimated Annual Power Generation (MWh)	7,296,000	18,624,000
Equivalent Annual Standard Coal Saved (10,000 tons) ²	223.99	571.76
Equivalent Reduction in CO ₂ Emissions (10,000 tons) ³	391.50	999.36

Note 1: Due to the intermittency of new energy power generation, the above calculation results are based only on the available project data.

Note 2: The formula for calculating equivalent standard coal savings from clean energy is: $E = W \times \beta \times P$, where W is the annual power generation of the project, β is the national average coal consumption per unit of electricity for thermal power in the project's commissioning year, taken as 0.307 tons of standard coal per megawatt-hour (tce/MWh) according to the 2019 National Electric Power Industry Statistical Data released by the National Energy Administration, and P is the project's investment proportion.

Note 3: The formula for calculating equivalent CO₂ emission reductions from clean energy is: $CO_2 = W \times \alpha \times P$, where W is the annual power generation of the project, α is the power system emission factor, taken as 0.5366 tCO₂/MWh according to the Announcement on Power Sector Carbon Dioxide Emission Factors in 2022 jointly released by the Ministry of Ecology and Environment and the National Bureau of Statistics.



Supporting the Growth of Green Energy Equipment Manufacturing Enterprises

A certain energy equipment manufacturing company is committed to providing green and clean solutions for the global energy industry and is also a national high-tech enterprise.

CMB Financial Leasing continuously provides innovative financial solutions to support this company. As of the end of 2024, the Company has cumulatively disbursed RMB 2.602 billion, effectively addressing the customer's funding needs. The Company has successively assisted in implementing multiple new energy power station leasing projects and cooperated to explore household photovoltaic asset leasing, providing strong support for the development of the sustainable energy industry.



Participating in Building New Energy Application Scenarios Based on Highways

CMB Financial Leasing supports Hebei Province in advancing the construction of a green transportation energy system by financing distributed photovoltaic installations on the slope of a certain highway in Hebei through leasing. This promotes the integration of highway scenarios with new energy.

As of the end of 2024, the photovoltaic capacity under construction in highway-based scenarios involving the Company has reached 189 MW, with an estimated annual power generation of 200 million kWh, saving 66,501 tons of standard coal and reducing carbon dioxide emissions by 202,141 tons, making an active contribution to the realization of the national "Dual Carbon" goals.

Additionally, the Company continues to expand its presence in the low-carbon transportation sector by building a new mobility industry ecosystem. From vehicle selection, asset value preservation, to ecological layout, the Company explores multiple angles to create new growth opportunities while ensuring and improving travel demands. It also consolidates resources and strengths from partners to build a new automotive finance ecosystem.

CMB Financial Leasing New Mobility Industry Ecosystem

Supporting the Sharing Economy

- Through operating lease models, the Company deploys in the ride-hailing and long-short term car rental markets to support the development of the "sharing economy."

Exploring Battery Swap Scenarios

- Entering fields such as heavy-duty battery swap trucks and unmanned mining trucks, the Company supports traditional high-carbon enterprises in upgrading towards high-end, intelligent, and green transformation.

Promoting Resource Recycling

- Focusing on the secondary utilization and recycling of retired power batteries, the Company fully explores the value of the entire lifecycle of power batteries, paving the way within related industry chains.



Supporting Green Innovation Development in the Heavy-Duty Truck Transportation Industry

A certain technology company is a high-tech enterprise focused on the integration of green energy and energy exchange. It pioneered the battery-swap heavy-duty truck model, replacing traditional diesel trucks through vehicle-battery separation, battery leasing, and battery swap services, aiming to enhance the green attributes of heavy-duty truck transportation.

In 2024, CMB Financial Leasing provided RMB 467 million in financial support, helping to address industry challenges such as complex battery buy-back processes and dispersed end customers, thereby promoting the implementation of green transportation scenarios.

Innovative Financing Tools Empowering Green Business

The Company is actively committed to exploring and innovating green financing tools, supporting the sustainable development of its green financial business by introducing high-quality and stable funding sources. The Company has established a comprehensive overseas green financing operational process covering three key stages: "framework establishment – green financing – post-financing reporting," achieving closed-loop management of green leasing business financing.

In 2024, the Company pioneered multiple sustainable green financing products that meet multiple international certification standards and successfully implemented several first-of-their-kind green financing projects domestically and within the industry.

Completion of the Company's First "Green City" Themed Bond Issuance

In May 2024, the Company successfully issued its first "Green City" themed three-year senior unsecured green floating-rate bond, with an initial issuance size of USD 500 million. In August, the Company conducted an additional issuance of USD 257 million for the same "Green City" themed bond, bringing the total issuance amount to over RMB 5 billion equivalent across both issuances. The funds raised from this bond issuance will be exclusively allocated to green projects with significant carbon reduction effects, such as renewable energy and clean transportation. This initiative reflects the Company's deep commitment to implementing the spirit of the Central Financial Work Conference, actively practicing the political and people-centered nature of financial work, and providing high-quality financial services to advance the "Five Major Areas of Finance."

Sustainable Development-Related Accounts Receivable Financing Selected for Pudong New Area Green Finance Case Collection

In 2023, CMB Financial Leasing completed the country's first sustainable development-related accounts receivable pledge financing by a non-bank financial institution, with a financing amount of RMB 566 million. In 2024, the Company successfully passed the annual review certification for this financing and was selected for the Pudong New Area Green Finance Case Collection. Furthermore, based on a third-party evaluation by United Equator Environmental Assessment Co., Ltd., the Company achieved the preset Sustainable Performance Targets (SPTs) in three areas: wind and photovoltaic leasing asset scale, green finance team personnel, and sustainable finance training. This achievement effectively reduced the Company's capital costs and balanced environmental benefits with economic benefits.

Green Operations, Protecting Our Ecological Home

CMB Financial Leasing strictly complies with laws and regulations such as the *Energy Conservation Law of the People's Republic of China*, the *Water Law of the People's Republic of China*, and the *Law on the Prevention and Control of Solid Waste Pollution of the People's Republic of China*. The Company actively practices the concept of green office and has established a multi-dimensional green operation management system covering greenhouse gases, energy, water resources, paper, waste, and other aspects.

In 2024, the Company established the Green Operation Management Committee and issued the *CMB Financial Leasing Green Operation Management Committee Work Regulations*, further improving the green operation management system. The Company systematically promotes low-carbon transformation in office operations to reduce the environmental impact of its own operations.

CMB Financial Leasing 2024 Green Operation Management Initiatives

Greenhouse Gas Emission Management

- Developed the *CMB Financial Leasing Carbon Neutrality Work Plan* and issued the *CMB Financial Leasing Operational Carbon Accounting Management Measures*, clearly defining the responsibilities, basic principles, accounting procedures, boundaries, and methods for the Company's operational carbon accounting management, thereby enhancing the Company's capability for routine operational carbon accounting.
- Completed carbon inventories for 2021 to 2023 to identify the Company's various emission sources and clarify operational carbon emissions over the past three years.

Energy Management

- Turn off office electrical appliances after standby for more than one hour; power off office equipment after work hours.
- Turn off lighting and electronic displays in meeting rooms after use; switch off artificial lighting when natural light in office areas is sufficient.
- Set reasonable air conditioning temperatures; keep windows closed when air conditioning is on.

Water Resource Management

- Promote daily water-saving awareness and display water-saving signs to avoid excessive water use; ensure water supply is cut off when no one is present; report dripping, leaking, or malfunctioning in a timely manner.
- Upgrade old equipment and prioritize the use of sensor faucets and water-saving toilets.
- Promote shared pantries and direct drinking water in office areas.

Paper Management

- Promote paperless office practices; use financial analysis tools to monitor resource consumption trends and strengthen paper management.
- Conduct online meetings, paperless approvals, and surveys through online office software.

Waste Management

- Foster awareness of resource recycling; minimize the use of disposable plastic bags, wooden chopsticks, etc.
- Store hazardous wastes such as used fluorescent tubes and batteries in hazardous waste warehouses for regular disposal by qualified organizations.
- Recyclable wastes such as cardboard, plastic bottles, foam, and metals are handed over to resource recycling units.
- Follow the principle of "making the best use of resources and avoiding waste"; depreciation alone is not a sufficient reason for scrapping assets. Equipment fixed assets that meet the minimum scrapping age and can no longer meet usage needs may apply for scrapping.
- Disposal and scrapping of fixed assets must be approved by the Physical Management Department, Finance Department, and the responsible branch leadership.

Environmental Key Performance

Greenhouse Gas Emissions Data Table¹

Indicator	Unit	2023	2024
Total Greenhouse Gas Emissions (Scope 1 + 2) ²	tCO ₂ e	465.90	500.35
Scope 1 Greenhouse Gas Emissions	tCO ₂ e	30.83	31.47
Scope 2 Greenhouse Gas Emissions	tCO ₂ e	435.07	468.88

Note 1: The Company calculates the environmental impact of its operations in accordance with the *GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)* and the *GHG Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. In 2024, the Company conducted a comprehensive accounting of operational greenhouse gas emissions and reviewed and revised its 2023 emissions data. Note 2: Scope 1 Greenhouse Gas Emissions primarily result from the use of fuel in business vehicles. Scope 2 Greenhouse Gas Emissions mainly refer to indirect emissions from purchased electricity and heat.

Resource Consumption Data Table

Indicator	Unit	2023	2024
Gasoline Consumption – Business Vehicles	Liters	14,092.90	14,385.74
Purchased Electricity	MWh	688.29	794.02
Water Consumption	m ³	475	445
Office Paper Consumption	Tons	4.20	5.40



Social Section

**Upholding the Original
Aspiration of Doing
Good, Shaping a
Better Vision Together**

Serving the National Priorities, Advancing High-Quality Development

CMB Financial Leasing remains committed to integrity and innovation, driving transformation-led development while actively fulfilling its original mission of “serving the real economy and equipping the future.” The Company has earnestly advanced the “Five Major Areas of Finance” by focusing on its three core business segments—aviation, shipping, and equipment leasing—continuously innovating its business models and enhancing the quality and effectiveness of services for the real economy.

As of the end of 2024, the Company has cumulatively invested **RMB 937.1 billion** into the real economy since its establishment, with a leasing asset balance of **RMB 285.3 billion**.

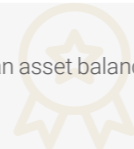


● Safeguarding Domestic Commercial Aircraft Development

The Company fully supports the specialized manufacturing and market-oriented operation of domestic commercial aircraft. It has signed multiple purchase intention agreements for the C919 large aircraft and C909 new regional jets with the Commercial Aircraft Corporation of China, Ltd. (“COMAC”), verifying the feasibility of financing and leasing transaction structures for domestic commercial aircraft. Through concrete actions, the Company contributes to the development of China’s aviation industry. Meanwhile, the Company actively prepares related business and strengthen service capabilities to strengthen financial leasing support, helping domestic commercial aircraft take off internationally and advance globally.

CMB Financial Leasing 2024 Supporting Domestic Commercial Aircraft Achievements

As of the end of 2024, the Company has cumulatively financed **2** domestic commercial aircraft with an asset balance of **RMB 670 million**.



Completion of the Industry’s First Financial Leasing Transaction for a Domestic C919 Aircraft

In May 2024, the Company successfully completed the industry’s first financial leasing transaction for a domestically manufactured C919 aircraft. The C919 is China’s first large civil narrow-body aircraft independently developed, designed, and manufactured. By structuring and executing the first-ever C919 aircraft financing solution within the financial leasing industry, the Company actively contributes to the national strategy of building a strong manufacturing nation. This initiative has broadened the financing channels and reduced the financing costs for the C919, providing robust support for the commercial operation and ecosystem development of domestic large aircraft.

In addition, the Company actively leveraged its extensive experience in the aviation industry to participate in the research and formulation of industry standards for domestic large aircraft, contributing to the enhancement of the core competitiveness of China’s civil aviation sector. In 2024, the Company supported and participated in the drafting and submission of two industry group standards led by COMAC: *Methodology for Economic Analysis of Civil Aircraft Programs* and *Technical Requirements for Direct Operating Cost Analysis and Assessment Model of Civil Aircraft*. These efforts laid a solid foundation for the future research and commercial operation of domestic large aircraft.

● Practicing the “Build Chinese Ships for Chinese Shipping” Initiative

The Company supports the national initiative of “build Chinese ships for Chinese shipping” and facilitates their journey to the global stage by introducing international shipowner demand. It has placed orders with multiple shipyards under China’s three major central state-owned shipbuilding groups—China Merchants Industry Holdings Co., Ltd., China State Shipbuilding Corporation Limited, and COSCO Shipping Heavy Industry Co., Ltd.—as well as with local shipbuilders. Through direct leasing and operating lease models, the Company contributes to advancing China’s high-end shipbuilding industry on the global market.

CMB Financial Leasing 2024 Supporting the “Build Chinese Ships for Chinese Shipping” Initiative Achievements

As the end of 2024, the Company had supported the construction of nearly **120 ships** by China’s three major state-owned shipbuilding enterprises and local shipyards, with a total outstanding leasing balance exceeding **RMB 20 billion**.



Supporting Shipping Enterprises in Procuring Chinese-Built Ships

A shipping company, one of China’s leading specialized bulk cargo carriers with routes covering domestic coastlines and major global ports, operates an extensive international service network. To support the optimization and upgrade of its fleet and the restructuring of its shipping capacity while alleviating short-term financial pressure, the Company adopted an operating lease model to place orders with a state-owned shipyard for the construction of four bulk carriers, with a total contract value of USD 138 million. Upon delivery, the vessels were leased to the enterprise.

These ships, built by a state-owned shipbuilding enterprise, feature low energy consumption, high efficiency, and strong environmental compliance. This financing initiative not only enhances the company’s fleet structure but also supports its implementation of the “Build Chinese Ships for Chinese Shipping” strategy. It facilitates the advancement of domestic shipbuilding and technological innovation, injecting financial momentum into the development of China’s maritime strength and the high-quality growth of the shipbuilding industry.

● Serving New Quality Productive Forces

The Company focuses on supporting the development of new quality productive forces by building “Six New” industrial finance system and leveraging equipment leasing to facilitate high-quality economic development and promote industrial upgrading.

CMB Financial Leasing’s “Six New” Industries Financial System

New Energy

- Contributing to the national “dual carbon” goals by enhancing green and low-carbon development. The Company continuously promotes the development and utilization of renewable energy, actively builds a new electricity consumption ecosystem, and develops an industrial cluster involving central and state-owned acquirers, fund holders, private developers, EPC contractors, and equipment suppliers. It is also expanding into areas such as integrated energy systems (generation-grid-load-storage), power batteries, and charging/swap infrastructure.

New Technology

- Supporting the national strategy of building a technologically strong nation by increasing investment in high-tech sectors such as semiconductors, integrated circuits, and biomedicine. Centered around core clients, the Company expands along the industry chain both upstream and downstream to optimize the customer structure and contribute to strengthening self-reliant and controllable national industries.

New Mobility

- Dedicated to meeting people's aspirations for a better life by identifying new growth drivers in mobility solutions. Through collaboration with OEMs and dealers, and by innovating in risk control models, profit models, and customer services, the Company fully integrates into the parent bank's automotive finance ecosystem.

New Infrastructure

- Practicing the national digital economy strategy by promoting new infrastructure focused on digitalization, intelligence, and sustainability. The Company is building a dual-engine model of "green computing power + smart connectivity," with a focus on expanding services to IDC customers with stable internet-based operations and exploring opportunities in computing servers, smart warehousing and logistics, smart cities, and ultra-high voltage sectors.

New Intelligent Manufacturing

- Implementing the strategy of building a manufacturing powerhouse by upgrading traditional industries and supporting major technological transformations and large-scale equipment renewal. Leveraging its expertise in direct leasing and operating lease models, the Company promotes specialized financing clusters and industrial hubs in sectors such as domestic large aircraft and shipbuilding.

New Material

- In response to the "New Materials Power Strategy 2035," the Company focuses on advanced basic materials, key strategic materials, and cutting-edge materials. It strives to break through technological bottlenecks, penetrate high-tech fields, and facilitate the transformation and upgrading of the new materials industry, thereby supporting the development of high-end manufacturing and emerging industries.



Supporting Production Line Upgrades for a Borosilicate Glass Manufacturer

A glass company specializing in the R&D and production of borosilicate float glass—also the first in China to achieve mass production of this product—faced an urgent need to upgrade its aging production line and expand reproduction capacity.

The Company conducted in-depth research into the company's needs and successfully executed a RMB 120 million direct leasing project for borosilicate glass production equipment. The financing supported the development of China's latest and most advanced borosilicate float glass production line, helping the enterprise swiftly resume construction and operations. This initiative contributed significantly to domestic substitution in China's borosilicate float glass industry.



Supporting a Semiconductor Company in Memory Chip R&D

A semiconductor enterprise has been deeply engaged in the independent research and development of memory chips, possessing a relatively complete technology system and autonomous design capabilities in the field of integrated circuit chip R&D.

The Company provided RMB 500 million in financing support to the enterprise, enabling it to carry out comprehensive chip research and development. The funding facilitated the rapid launch of its products into the market, contributing to the establishment of a self-reliant and controllable technology industry system in China.



Promoting advanced computing enterprises to enhance their computing power and service capabilities

An advanced computing enterprise focuses on the development of the digital economy and provides one-stop public technology services in big data and artificial intelligence to enterprises, public institutions, universities, and research institutes.

The Company supported the enterprise with RMB 297 million in funding through a sale-and-leaseback model, helping it optimize inclusive computing power services and promote the development of an intelligent computing industry ecosystem.

Centering on Customers, Enhancing Service Quality

CMB Financial Leasing adheres to steady and sustainable development, continuously creating value for customers and pioneering in multiple business areas. The Company focuses on customer needs, continuously enriching business models and optimizing product and service strategies, fully leveraging the "financing plus assets" characteristic of leasing products to help the real economy accelerate industrial restructuring and upgrading.

CMB Financial Leasing Differentiated Customer Service Management Measures

Green Industry Customers

- For customers in green industries such as clean energy and energy conservation and environmental protection, assist them in improving financial stability and operational efficiency.
- For low-carbon technology transformation projects, deeply participate in the entire process of lessees' equipment purchase, installation, and usage.

Group Customers and Subsidiaries

- For group customers and their subsidiaries, provide nationwide regional bundled approvals and one-stop financial services.

Chinese Enterprises Going Aboard

- Innovatively launch cross-border leasing products and services to support Chinese enterprises investing in factories overseas or contracting projects abroad to "go aboard," facilitating the export of high-quality domestic production capacity.

The Company actively builds an intelligent operations middle platform system to improve the efficient post-lease management system. In 2024, the Company focuses on intelligent customer service management, continuously advancing system platform construction and process optimization to enhance the efficiency and quality of customer service.

CMB Financial Leasing 2024 Intelligent Customer Service Management and Achievements

- Launched the direct equipment leasing and operational invoice management platform, enabling batch issuance of electronic invoices and online confirmation of ownership documents, improving customer processing efficiency and reducing operational errors.
- Introduced "CMB Financial Leasing Equipment Rent Collection Treasure 1.0," achieving full lifecycle online management of equipment receivables, effectively enhancing response efficiency and accuracy at key customer touchpoints such as payment notice delivery, receivables collection, manual interest adjustment, overdue management, and penalty interest management.
- Upgraded the post-investment supervision module, promoting intelligent post-investment management, improving service timeliness and risk control collaboration, and enhancing customer experience stability and sense of security.



Launch of Electronic Contract Signing Platform for Leasing Business

In November 2024, the Company launched the electronic contract signing platform for leasing business and completed the first electronic contract signing the following month. The platform's launch meets the growing demand for electronic signing from customers in the vehicle mobility business and centralized credit enhancement business, optimizes the contract signing process between the Company and its customers, and enables "sign anytime, anywhere, and securely." This effectively reduces business costs, alleviates the pressure of in-person signing, and simultaneously improves management efficiency and service quality.

In addition, financial consumers are an important customer group of the Company. To protect their rights and interests, the Company has formulated the *CMB Financial Leasing Implementation Rules for Consumer Rights Protection*, the *CMB Financial Leasing Customer Complaint Management Measures*, and the *CMB Financial Leasing Co., Ltd. Financial Marketing and Promotion Conduct Management Measures*. By strengthening consumer complaint management, financial knowledge promotion, and employee training, the Company continuously improves the long-term mechanism for protecting consumer rights and interests.

CMB Financial Leasing Consumer Rights Protection Measures

Consumer Complaint Management

- Clarify consumer complaint channels and improve complaint handling processes; regularly aggregate and analyze customer feedback and common complaint issues to identify weaknesses and risks, urging rectification and optimization.

Financial Knowledge Promotion

- Conduct financial policy explanations, financial knowledge popularization, product feature introduction, and guidance on rational rights protection in accordance with the law through educational campaigns.

Employee Learning and Training

- Establish internal training mechanisms by publishing consumer rights protection knowledge on the company's official WeChat and internal platforms, helping employees consciously uphold consumers' legal rights, understand and comply with related policies and procedures, and improve consumer rights protection skills.

People-Centered, Creating a Warm Harbor

Employee Recruitment and Employment

CMB Financial Leasing is committed to building a talent team that is "high-quality, sufficiently staffed, well-structured, and sustainable." The Company strictly complies with national laws and regulations such as the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and the *Regulations on the Prohibition of Using Child Labor*. It has formulated and revised institutional documents including the *CMB Financial Leasing Recruitment Management Measures* and the *CMB Financial Leasing Labor Dispatch Management Measures* to further standardize employment management, rigorously verify employee identities, prevent legal risks, and ensure business needs are met. The Company opposes and prohibits the employment of child labor. During the resume screening stage, the Company strictly reviews candidates' age and other background information, and resumes that do not comply with relevant laws and regulations will not be allowed to pass the screening. During the reporting period, the Company had no incidents of employing child labor or forced labor domestically or abroad, nor any significant litigation related to employee employment.

In 2024, the Company firmly adhered to the principle of supplementing personnel primarily through campus recruitment with social recruitment as a secondary approach, intensifying campus recruitment efforts and strengthening talent pipeline development.

CMB Financial Leasing 2024 Key Employee Recruitment and Employment Initiatives



Campus Recruitment

Focus on recruiting the 2025 cohort of management trainees. By launching summer internship programs, the Company advances the campus recruitment timeline to secure high-quality candidates early. Meanwhile, autumn recruitment is vigorously conducted. Making full use of the parent bank's influence, the Company visits multiple universities to deliver personalized campus presentations, receiving enthusiastic responses and active applications from students, contributing to "promoting people's livelihood and stabilizing employment."



Social Recruitment

- Prioritize supplementing talent difficult to cultivate internally in the short term, such as professionals specialized in aviation and shipping.
- Treat internal recruitment as an important channel to attract outstanding talent who share CMB's values and possess strong professional skills.
- Increase recruitment for auxiliary positions through flexible employment, fulfilling staffing needs across multiple departments.

Employee Rights and Benefits

CMB Financial Leasing attaches great importance to protecting employees' legal rights and optimizing the welfare system. The Company strictly complies with the *Labor Law of the People's Republic of China* and other relevant laws and regulations, and has established management policies such as the *CMB Financial Leasing Employee Attendance and Leave Management Measures (Third Edition)*. These strengthen management requirements and enforce work discipline, while also building a comprehensive welfare system that covers all employees.

CMB Financial Leasing Employee Employment and Rights Protection Standards

Working Hours and Leave

- **Working hours:** Implement a standard 40-hour workweek.
- **Leave management:** Paid annual leave, marriage leave, bereavement leave, maternity leave, sick leave, etc. In addition to statutory annual leave, the Company grants 1 extra day of annual leave for every 2 years worked within the China Merchants Bank system.

Compensation and Benefits

- **Compensation system:** Employees' annual total compensation includes regular salary and benefits. Regular salary consists of base salary and performance-based pay. The Company upholds the principle of equal pay regardless of gender; gender does not affect compensation or benefits.
- **Benefits system:** Benefits include statutory benefits and supplementary benefits. Statutory benefits cover social insurance and housing fund contributions as required by law. The Company strictly follows local policies on maternity leave, parental leave, child care leave, etc. Supplementary benefits include a corporate annuity established since 2001, supplemented by commercial insurance, health check-ups, and other traditional welfare programs. The Company continuously improves employee insurance and welfare plans to provide comprehensive health protection throughout employees' lifecycle.

Employee Communication and Care

CMB Financial Leasing implements the employee congress system to effectively safeguard employees' democratic rights, strengthen democratic communication, and strive to create an open, transparent, and trusting work environment. In 2024, the Company organized all employees to democratically review proposals such as the *CMB Financial Leasing Employee Attendance and Leave Management Measures (Third Edition)* and the *CMB Financial Leasing Employee Disciplinary Measures*.

The Company focuses on employees' diverse needs and builds a multi-level employee care network. Relying on the trade union, it regularly carries out holiday greetings and assistance activities for those in difficulty. Through special projects like employee psychological counseling and care activities, CMB Financial Leasing extends humanistic care into both work and life scenarios, effectively enhancing employees' sense of belonging and happiness.



Warm Dragon Boat Festival, Joyful Zongzi Sharing – 2024 Employee Care Series Activities

In early summer, with the fragrance of zongzi leaves in the air and to celebrate traditional culture while enriching employees' lives, the Company's trade union simultaneously held the "Warm Dragon Boat Festival, Joyful Zongzi Sharing" 2024 Employee Care Series Activities on June 7, 2024, in both Shanghai and Beijing. More than 100 cadres and employees gathered to shoot the Five Poisons, taste zongzi, and make traditional crafts such as mugwort hammers and lacquer fans on-site, collectively experiencing a rich festive atmosphere.



Scene of lacquer fan making activity during the Dragon Boat Festival



Health Wisdom at Your Fingertips – 2024 Employee Care Series: Winter Wellness

On December 27, 2024, a unique winter wellness event was warmly launched simultaneously in the Company's Shanghai and Beijing offices, dispelling the winter chill and delivering heartfelt health care to employees. More than 100 cadres and staff participated onsite. This event combined traditional Chinese medicine wellness concepts with modern healthy living, offering a variety of engaging and interactive activities that enabled employees to learn practical wellness techniques in a relaxed and enjoyable atmosphere, thereby enhancing their self-care awareness.



Scene from the Winter Wellness event

Employee Training and Development

CMB Financial Leasing strictly implements qualification and competency assessments for job positions, establishes professional capability evaluation models, and reinforces value-oriented leadership to promote employee self-improvement and pursuit of excellence. In line with the Company's strategy and business development needs, the training system is continuously optimized through the formulation and rigorous implementation of an annual training management plan.

CMB Financial Leasing Employee Training System

Senior Management Training Plan

- Provide systematic management training for senior leaders, clarify the development direction of outstanding leadership, broaden the knowledge base of cadres, and consolidate strategic communication to build momentum for creating new value at CMB Financial Leasing.

Supervisors and Reserve Cadres Training Plan

- Empower the Company's reserve management talents comprehensively, enhancing the business capabilities and management thinking of young key employees.

New Employee Training Plan

- Implement a dual-mentor system and the "Four Ones" program to help new employees establish a solid understanding of the leasing knowledge system and framework, gain a more comprehensive grasp of the Company's overall business, better adapt to job requirements, and accelerate becoming key team members.



Organizing All Cadres to Attend the "Navigator" Training Program

In December 2024, the Company organized all cadres to participate in the 2024 "Navigator" training program in two batches. Based on the Company's current development needs, the program offered a multidisciplinary curriculum covering politics, economics, technology, management, and other fields.

The three-day interdisciplinary and multi-field learning experience greatly helped participants deepen their understanding of the evolving external environment, broaden their cognitive horizons, and promoted the application of diverse perspectives and innovative thinking in practical work to better meet future challenges.

In addition, the Company continuously strengthens the full-process performance management and sequence review work, optimizing work rules and improving the management mechanism through the four stages of P (Planning), D (Coaching), C (Performance Evaluation), and A (Result Communication), achieving full-process online performance management. At the same time, the Company emphasizes the guiding role of orientation by formulating the *Implementation Plan for the Honor System and Annual Commendation Program of CMB Financial Leasing*, further establishing exemplary role models, clarifying value transmission, and enhancing positive incentives to stimulate employees' work enthusiasm and innovative spirit.

Employee Health and Safety

CMB Financial Leasing adheres to the safety principle of "safety first, prevention foremost, full participation, and comprehensive management." The Company carried out educational campaigns such as the "Safety Production Month" and "Disaster Prevention and Reduction Day" publicity activities. Actively participating in the building property's fire emergency drills, the Company enhanced employees' awareness of fire safety and helped them better understand and master the procedures for handling fire incidents, improving their coordination skills in emergency response. In 2024, the Company revised the overall emergency response plan and specific emergency plans. Based on audit feedback from China Merchants Bank, relevant departments conducted business continuity emergency drills for six key business areas.



Joint Risk Inspection with Building Property Management

In 2024, the Company collaborated with the building's property management to conduct a comprehensive inspection of maintenance and upkeep standards for office area facilities including water, electricity, and fire safety equipment. By strengthening the inspection and maintenance of safety devices and regularly carrying out risk assessments, the Company ensured the safe and stable operation of its offices.

At the same time, the Company places great emphasis on employees' physical and mental health. It has implemented a series of comprehensive care and protection measures covering health check-ups, psychological counseling, and insurance, providing employees with an all-round support system. These efforts help employees better balance work and life, demonstrating the Company's commitment to creating a healthy and harmonious working environment.

CMB Financial Leasing 2024 Key Employee Health Care Measures

Health Check-ups

- Organize annual health check-ups for all employees and cadres¹, including specialized health check services for female employees. After the check-ups, the medical institution provides report interpretation based on employee needs.

Psychological Counseling

- Provide special care and psychological counseling services for employees facing difficulties, illness, or single-parent situations, helping to relieve stress and improve employee well-being.

Insurance

- Purchase commercial insurance for employees covering accidental injury, accidental death (disability), critical illnesses, female-specific diseases, disease-related death, accidental medical treatment, and hospitalization allowances.

Note 1: Due to privacy policies in overseas operation locations, annual health check-ups do not include overseas employees.

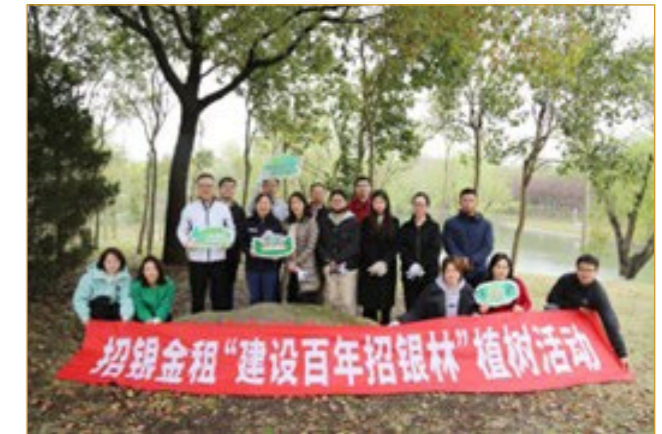
Caring for People's Livelihood, Contributing to Public Welfare

CMB Financial Leasing actively responds to the *CMB 2024 Rural Revitalization Assistance Plan*, focusing on the five key revitalization areas: rural industrial revitalization, talent revitalization, cultural revitalization, ecological revitalization, and organizational revitalization. The Company has further standardized its work procedures to help promote comprehensive rural revitalization. The Company has steadily advanced targeted assistance to Wuding County and Yongren County in Chuxiong Yi Autonomous Prefecture, Yunnan Province (referred to as the "Two Counties"), organizing employee participation in poverty alleviation donations for over a decade, contributing to social fairness and justice.

Meanwhile, the Company continuously builds its public welfare and charity teams, advocating and encouraging employees to actively participate in volunteer activities, uniting employee strength, and conveying ongoing care and love to society through small but meaningful actions.



The Company organized 10 employees to participate in a voluntary blood donation event.



The Company organized department union representatives to participate in the "Centenary CMB Forest" tree-planting event.

Collaborating for Progress, Standardizing Procurement Management

CMB Financial Leasing strictly complies with laws and regulations such as the *Tendering and Bidding Law of the People's Republic of China*, and has formulated the *CMB Financial Leasing Procurement Management Measures (Third Edition)* and the *CMB Financial Leasing Shipping Service Supplier Engagement Management Measures (Second Edition)*, rigorously standardizing supplier selection, admission, and management systems.

CMB Financial Leasing Sustainable Supply Management Measures

Green Procurement Philosophy

- The *CMB Financial Leasing Co., Ltd. Procurement Management Measures (Third Edition)* reinforces the concept and requirements of energy-saving and environmentally friendly green procurement. In 2024, the Company completed green procurement projects such as the *Shipping Vessel Carbon Emissions Data Procurement* and *Sustainability Report (ESG) Green Services*.
- Suppliers are required to incorporate green and environmentally friendly concepts into their operations, adopt measures to prevent and reduce harmful substance emissions, and continuously improve environmental, health, and safety performance.

Supplier Anti-Corruption Management

- An anti-corruption policy clause is included in the *Supplier Basic Information Registration Form* signed by suppliers during onboarding.
- Related-party relationship checks are conducted in procurement projects.
- An *Anti-Commercial Bribery Commitment Letter* is signed for every domestic supplier procurement project.
- Relevant anti-bribery clauses are added to procurement contracts.

Procurement Staff Training

- During the company's procurement training sessions, an introduction to the company's suppliers and related management requirements was provided. Participants included the Vice President in charge of the Planning & Finance Department, department heads, and relevant business personnel. The training lasted for 2 hours.

Social Key Performance

Employee Employment Data Table

Indicator		Unit	2023	2024
Total Number of Employees		Person	282	292
By Gender	Male	Person	161	167
	Female	Person	121	125
By Age Group	30 years old and below	Person	27	29
	31-40 years old	Person	181	179
	41-50 years old	Person	64	70
	51 years old and above	Person	10	14
Number of New Employees		Person	19	22

Employee Training Data Table

Indicator		Unit	2023	2024
Total Number of Trained Employees		Person	282	292
Employee Training Coverage Rate ¹		%	100	100
By Gender	Male	%	100	100
	Female	%	100	100
By Level	President Office	%	100	100
	Middle Management	%	100	100
	General Staff	%	100	100

Note 1: Training coverage rate by category = Number of trained employees in the category / Total number of employees in the category × 100%.

Employee Health and Safety Data Table

Indicator		Unit	2023	2024
Number of Work-Related Fatalities		Person	0	0
Work-Related Fatality Rate		%	0	0
Lost Workdays Due to Work-Related Injuries		Day	0	0





Governance Section

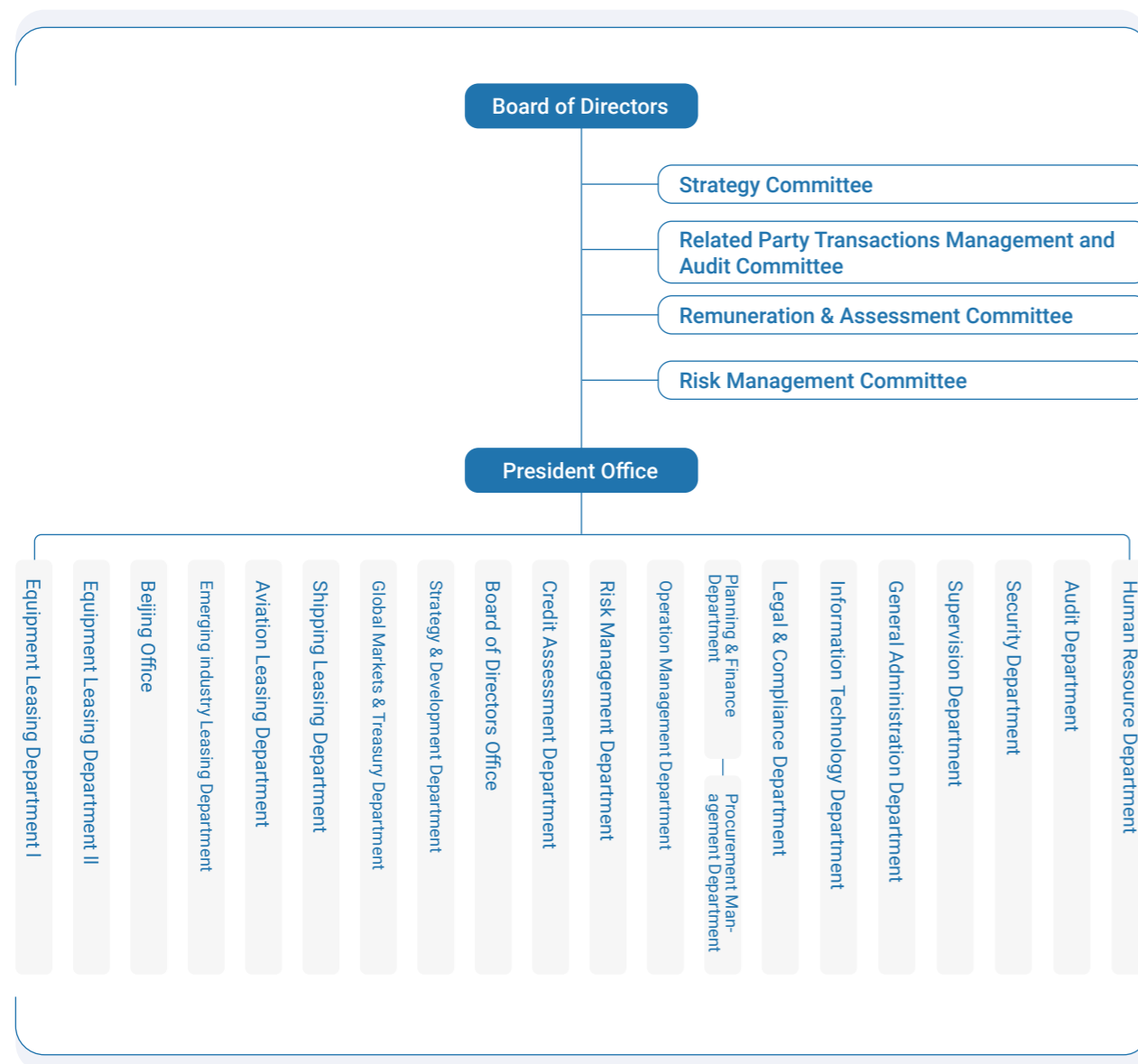
**Enhancing Quality
through Standardized
Operations,
Consolidating the
Foundation for
Development**

Strengthening Governance to Cement the Operational Foundation




A sound and efficient corporate governance system is the cornerstone of the Company's sustainable development. The Company strictly complies with the *Company Law of the People's Republic of China* and other applicable laws, regulations, and requirements, and has formulated the *Articles of Association* and other internal policies to establish a corporate governance structure composed of the Board of Directors and the President Office. This structure features clear responsibilities, transparency, and effective checks and balances.

The Board of Directors and its specialized committees diligently perform their duties in accordance with relevant laws, regulations, the *Articles of Association*, and delegated authority. They make prudent, science-based decisions and exercise their powers in a standardized manner. The President Office, in accordance with the *Articles of Association* and the authorization of the Board of Directors, is responsible for daily operations and effectively fulfills its managerial duties.

CMB Financial Leasing Corporate Governance Structure



CMB Financial Leasing Composition of the Board of Directors and 2024 Related Meetings

Composition of the Board of Directors	Meeting Overview
 <p>The Board of Directors consists of 9 members, including 1 female director</p>	 <p>A total of 9 meetings were held by the Board, during which 37 proposals were reviewed</p>  <p>A total of 15 meetings were held by various specialized committees under the Board, during which 37 proposals were reviewed</p>

Risk Management, Safeguarding Prudent Operations

CMB Financial Leasing resolutely implements the decisions and deployments of the CPC Central Committee, upholds a risk management culture characterized by "prudence, rationality, proactivity, and full participation," and aligns its practices with the overarching goal of high-quality development. The Company strictly adheres to regulatory requirements and consistently upholds the principle of balancing risk and return, following a prudent operational strategy that ensures all risks can ultimately be covered by capital.

The Company has formulated a series of risk management policies, including the *Comprehensive Risk Management Policy of CMB Financial Leasing*, the *Risk Appetite Management Policy of CMB Financial Leasing*, and the *Strategic Risk Management Policy of CMB Financial Leasing*. It has also established a comprehensive risk governance framework in which the Board of Directors assumes ultimate responsibility, the senior management provides direct leadership, the Risk Management Department serves as the core support, business departments closely collaborate, and the Audit Department conducts independent auditing. This framework covers all institutions, risks, businesses, and processes.

The Company has built a risk appetite indicator system that integrates both qualitative and quantitative measures. It applies tiered limit management to proactively convey its risk appetite, and employs early warning and monitoring mechanisms to track the implementation of its risk appetite. These measures enable the Company to effectively identify and assess various substantive risks in its operations, comprehensively integrate risk management information, holistically evaluate its overall risk exposure, and proactively manage and operate within its defined risk parameters.

CMB Financial Leasing Risk Management Process

<p>Risk Identification</p> <p>Identify key risk types covered under comprehensive risk management, including credit risk, market risk, operational risk, bank book interest rate risk, liquidity risk, reputational risk, anti-money laundering and sanctions risk, compliance risk, strategic risk, concentration risk, country risk, and information technology risk, based on the likelihood and impact of risk occurrence.</p>	<p>Risk Assessment</p> <p>Regularly evaluate the inherent risk levels and corresponding management capabilities according to the characteristics and management approaches of different risk types, ensuring alignment with the Company's risk appetite and management objectives. Periodically review and diagnose issues in risk management practices, identify deficiencies in risk management mechanisms and behavioral execution, clarify directions for risk management improvement, and enhance overall risk management capabilities.</p>	<p>Risk Reporting</p> <p>Regularly report to the Board of Directors, senior management, and other stakeholders on comprehensive risk management and the implementation status of risk appetite.</p>
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In 2024, the Company advanced the strengthening of its risk management system, focusing on enhancing the effectiveness of comprehensive risk management.

CMB Financial Leasing 2024 Risk Management Measures

Establishing a Routine Risk Management Mechanism

- Establish a quarterly comprehensive risk management meeting system to review changes in asset quality, risk management challenges, and emerging issues, thereby forming a regularized company-level risk meeting.

Quarterly Rolling Assessment of Large Customers' Lease Payments

- Organize the Market Department quarterly to conduct inspections of large due lease payments, striving to identify risks early and reserve time for disposal and collection.
- Adhere to the "Four Early" management principles – early detection, early strategy, early initiation, early collection – to proactively focus on key customers, formulate plans, and ensure timely receipt of lease payments.

Strengthening Management of Private Enterprise Customers

- Implement refined classification management by industry to create risk profiles and formulate control measures.
- Enhance on-site post-lease inspection requirements for private enterprises in the revised post-lease management measures to ensure full coverage of on-site inspections.

Conducting Special Risk and Compliance Rectification Activities

- Organize comprehensive training and promotional activities to ensure full participation, conduct thorough self-inspections and corrections, and guarantee that all measures are effectively implemented and achieve real results.



Conducting Risk Management Training and Promotion

In November 2024, the Company's President delivered risk and compliance lectures themed "Adhering to Risk Management Principles and Strictly Observing Corporate Credit Discipline" and "Strengthening Compliance Awareness to Further Solidify the Company's Compliance Management Foundation." The training covered ten risk management principles, 100 credit discipline rules, compliance requirements, and duties, providing comprehensive instruction to all cadres and employees.



Integrity as the Foundation, Creating a Clean and Transparent Environment

● Compliance Management

CMB Financial Leasing adheres to relevant laws and regulations, including the *Measures for the Administration of Financial Leasing Companies* and the *Compliance Management Measures for Financial Institutions*. Upholding the principles of "Compliance First" and "Compliance Creates Value," the Company has formulated and revised the *Institutional Management Measures (Fourth Edition)*, the *Related Party Transactions Management Measures (Eighth Edition)*, and the *Anti-Money Laundering and Sanctions Compliance Policy (Third Edition)*.

The Company continuously strengthens compliance building by deeply integrating compliance concepts into business operations and management activities. In 2024, multiple measures were taken to enhance the management of compliance risks and further consolidate the internal control and compliance management system.

CMB Financial Leasing 2024 Compliance Management Measures

Compliance Risk Management

- Strengthen the eligibility management of leased assets¹, comprehensively enhancing regulatory compliance.
- Reinforce system establishment and continuously optimize and update policies to improve the Company's institutional framework.
- Convene internal control review meetings. Strictly implement rectification requirements from internal and external inspections, and adopt a proactive approach to enhance management in systems, processes, and platforms.

Compliance Culture Building

- Compliance training by management: The Company organized compliance lectures delivered by the President, requiring all cadres and employees to further promote compliance concepts, strictly adhere to compliance bottom lines, improve professional capabilities, and strengthen compliance responsibilities.
- Conduct compliance-themed education: The Company's Discipline Inspection Secretary led compliance and integrity education as well as warning education activities for all staff.
- Routine compliance training: Regularly publish compliance newsletters and conduct compliance knowledge tests, timely interpreting and analyzing the latest laws, regulations, and supervisory policies, educating employees to deeply practice compliance concepts and vigorously foster a positive compliance culture atmosphere.

¹ Eligibility management of leased assets refers to the process of evaluating and managing whether the leased assets comply with laws and regulations, industry standards, and specific transaction requirements.

● Anti-Corruption

CMB Financial Leasing attaches great importance to and steadily advances anti-corruption efforts. The Company strictly complies with the *Criminal Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Company Law of the People's Republic of China*, as well as regulatory documents such as the *Risk Prevention and Control Measures for Criminal Cases Involving Banking and Insurance Institutions* and the *Management Measures for Criminal Cases Involving Financial Institutions*. It has formulated related policies including the *Measures for Handling Employee Violations and Disciplinary Infractions of CMB Financial Leasing* and the *Accountability Management Measures of CMB Financial Leasing*. The Company insists on full institutional integration to ensure compliance with laws, regulations, and disciplinary rules, further standardizing discipline enforcement and accountability, thereby firmly maintaining the rigor of discipline execution.

In 2024, the Company organized a meeting on Party building, Party conduct and clean governance, and anti-corruption work. Heads of departments signed the *Responsibility Letter for Prevention and Control of Integrity Violations and Security Work*, and all cadres signed the *Integrity Commitment Letter*. This reinforced accountability at every level, requiring each cadre to uphold bottom-line thinking, strengthen their sense of responsibility, strictly fulfill their integrity commitments, and consistently maintain the bottom line of honesty and self-discipline. At the same time, the Company integrated requirements for Party building, Party conduct and clean governance, anti-corruption efforts, and case prevention and security work into the departmental performance appraisal system, enhancing process management and strengthening the use of evaluations. During the reporting period, the Company experienced no illegal incidents, major risks, or security accidents, maintaining a strong track record of zero cases since inception.

CMB Financial Leasing 2024 Anti-Corruption Management Measures

Deepening Integrity Supervision and Management

- Focus on key stages of tendering and procurement to enhance supervision and refine management. Accelerate the digitalization of the procurement management system, optimize overseas travel procedures, further standardize the supplier selection system in specialized procurement areas such as aviation and shipping services, and strengthen joint investigation and control under a comprehensive procurement supervision model.
- Build "close yet clean" customer relationships. The Company sends the *Integrity Commitment Notice* to domestic private customers, continuously exploring and expanding supervision channels to establish a collaborative integrity supervision model involving customers.

Strengthening Clean Culture Building

- Launched the inaugural "Ten One" integrity culture publicity and education campaign, including one collective integrity talk, a visit to the Patriotic Education Base at the site of the First CPC National Congress, distribution of "Integrity Family Letters" to all employees' families, one online discipline learning session, and sending "Integrity Co-construction Initiative Letters" to major suppliers.
- Established "Integrity Corners" in office areas; released desktop screensavers promoting integrity culture, Chinese characteristics in financial culture, and the "Ten Principles" of risk management.
- In 2024, the Company conducted 78 anti-corruption education and publicity events, covering more than 10,000 participants in total.

Additionally, the Company has formulated the *CMB Financial Leasing Discipline Inspection, Supervision, and Petition Reporting Work Management Measures (Third Edition)*, established a petition work leadership team, and continuously standardized the discipline inspection and supervision petition reporting workflows. At the same time, the Company publicly discloses the scope of petition reporting acceptance, providing employees and external customers with channels to report, so as to promptly detect and curb acts of corruption and misconduct.

● Anti-Money Laundering and Sanctions Compliance

CMB Financial Leasing strictly adheres to applicable laws and regulations such as the *Anti-Money Laundering Law of the People's Republic of China*, *Regulations on Anti-Money Laundering for Financial Institutions*, and the *China Merchants Bank Anti-Money Laundering and Sanctions Compliance Policy*. The Company has established its own *Anti-Money Laundering and Sanctions Compliance Policy* and formed an Anti-Money Laundering and Sanctions Compliance Management Committee. In 2024, the Committee reviewed and approved the *CMB Financial Leasing 2023 Anti-Money Laundering Annual Report* and the *2023 Money Laundering and Terrorism Financing Risk Self-Assessment Report*, which were submitted to regulators and the head office.

Meanwhile, the Company has strengthened overseas anti-money laundering compliance management. In 2024, it convened 11 overseas compliance management meetings to stay updated on the compliance status of overseas subsidiaries, monitor local anti-money laundering regulatory developments, and optimize anti-money laundering screening, customer money laundering risk rating, suspicious transaction monitoring systems' rules, models, and approval workflows. These efforts continuously improve the accuracy of the Company's anti-money laundering system and enhance business processing efficiency.

The Company actively invests in and organizes anti-money laundering compliance training and awareness activities to enhance professional capabilities. In 2024, the Company conducted specialized training on institutional money laundering risk self-assessment and participated in anti-money laundering-related training sessions organized by regulators and external organizations, including policy interpretations on beneficial ownership management. The Company regularly publishes compliance bulletins and conducts compliance knowledge tests to strengthen employees' anti-money laundering compliance awareness and capabilities, building a solid foundation for anti-money laundering risk prevention.

During the reporting period, no violations of anti-money laundering or insider trading laws and regulations occurred.

Additionally, the Company continuously monitors changes and trends in domestic and international economic sanctions, counter-sanctions, and export control laws and regulations, promptly issuing work guidelines and risk alerts. In 2024, the Company issued 11 policy interpretations and work guidelines to remind relevant departments to continuously pay attention to sanctions risks faced by customers and business operations.

Data Empowerment, Driving Quality and Efficiency

● Data Governance

CMB Financial Leasing attaches great importance to data compliance management and effective utilization. The Company has formulated internal policies such as the *Data Governance Management Measures of CMB Financial Leasing* and the *Data Quality Management Measures of CMB Financial Leasing* to guide its practices. The Company upholds the core principles of "full coverage, alignment, continuity, and effectiveness" in data governance, and has established a comprehensive data governance system along with standardized mechanisms and procedures for data quality management, thereby ensuring the efficient implementation of data governance across all operations.

CMB Financial Leasing Data Governance Structure

President Office

- Reviews the objectives, data strategy, and development plans related to data governance.
- Reviews other significant matters pertaining to data governance.

Information Technology Planning and Management Committee

- Responsible for establishing the data governance framework, ensuring the allocation of resources for data governance, formulating and implementing accountability and incentive mechanisms, and establishing data quality control mechanisms.

Data Governance Working Group

- Jointly led by the Information Technology Department and the Planning & Finance Department, responsible for implementing the data governance framework, promoting the execution of data governance strategies, comprehensively carrying out data quality management and other governance tasks, and ensuring the effective execution of data governance strategic planning and regulatory data reporting.

CMB Financial Leasing Data Quality Management Mechanism and Process

Working Principles

- "Defined by the Responsible Party; Joint Accountability for Data Collection and Verification; Supervised by the User"
- "Hierarchical Quantification"

Routine Rectification

- Each department initiates rectification processes upon identifying data quality issues during routine business operations, data compilation, and data usage.
- If a data quality issue is identified by the data-using department, it must report the issue to the responsible business department, which will organize an evaluation and promote rectification. Issues without clear attribution are coordinated by the Supervision Team, which also monitors the rectification process throughout.

Special Rectification

- In accordance with the Company's annual data quality work plan, each responsible department organizes targeted inspections and initiates issue rectification processes.
- The Supervision Team is responsible for formulating the annual data quality work plan, breaking down tasks, while each business department conducts inspections, implements rectification measures, and reports on results accordingly.

In 2024, the Company continued to enhance its data governance by strengthening the development of its data middle platform and advancing the construction and optimization of data systems. These efforts were aimed at improving the efficiency of data management and reinforcing the data foundation to support business development.

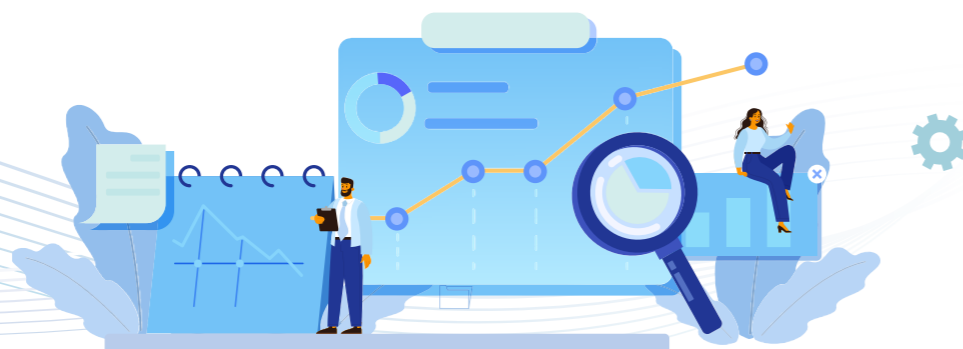
CMB Financial Leasing 2024 Key Data Governance Measures

Data Middle Platform Development

- Built an intelligent operations platform to enable closed-loop post-investment supervision, automated pledge and mortgage registration, overdue data governance, automated issuance of payment notices and document archiving, among other smart applications.

Data System Construction and Optimization

- Launched an asset-liability management system that bridges business, treasury, and finance systems, enabling liquidity management, interest rate management, and analytical reporting functionalities.
- Optimized the risk early warning system by upgrading functionalities such as batch credit inquiry permission management and integration of Great Wisdom news data, effectively addressing existing early warning issues.



Data Security

CMB Financial Leasing strictly complies with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and other relevant laws and regulations. The Company has formulated and issued the *CMB Financial Leasing Data Security Management Measures* and established a comprehensive data security governance framework to promote the systematic construction of its data security system.

CMB Financial Leasing Data Security Governance Framework

President Office

- The President Office is the highest leadership body for the Company's data security management and holds primary responsibility for data security work. The President is the first person responsible for the Company's data security, and the leader in charge of the Information Technology Department holds direct responsibility for data security.

Information Technology Planning and Management Committee

- Operates under the leadership of the President Office, responsible for the overall planning and coordinated promotion of data security and network security.

Data Security Working Group

- Organizes the establishment of the Company's data security governance system, coordinates the construction of data security management mechanisms and institutional frameworks, and organizes the formulation of relevant data security work plans.

In 2024, the Company systematically advanced its data security protection efforts, comprehensively strengthening its data security capabilities from aspects including overall management, hierarchical control, business compliance, and technical safeguards.

CMB Financial Leasing 2024 Data Security Protection Management Measures and Achievements

Overall Management

- Held two data security work meetings, regularly received data security supervision from the Head Office, and participated in data security training organized by the Head Office.
- Organized company-wide data security training for all employees.

Hierarchical Control

- Carried out classification and grading of application systems, completing data security classification and "gap" analysis for a total of 10,350 database tables across all application systems.

Business Compliance

- Conducted data security risk assessments on IT outsourcing projects, completing risk evaluations for 12 outsourcing projects.

Technical Protection

- Completed migration of employee workstations to cloud desktops, reducing the risk of data leakage caused by data copying.

Fintech

CMB Financial Leasing consistently adheres to the fintech development principles of "mobile-first, data mining, AI empowerment, universal connectivity, and cloud-based ecosystem." With innovation at its core, the Company advances the integrated development of technology and business.

The Company has established a Digital Finance Committee to centrally plan and coordinate fintech-related matters. It deepens its fintech layout focusing on four key areas: mobile platform upgrades, intelligent data empowerment, technology-driven innovation, and infrastructure optimization, thereby promoting the development of innovative technologies.

CMB Financial Leasing Fintech Development Layout

Mobile Platform Upgrades

- Deepen the development of the leasing APP mobile client, continuously build marketing support and mobile office platforms to realize core functions such as business collaboration and interactive communication throughout the leasing business lifecycle, empowering frontline staff and enhancing customer acquisition and in-depth management.

Data Intelligence Empowerment

- Leverage data assets for business scenarios such as risk control, leasing asset management, and deployment forecasting; develop functionalities including risk early warning, smart operations, online reporting, and intelligent dashboards to empower front, middle, and back-office functional lines.

Technology-Driven Innovation

- Track the maturity of related technologies such as artificial intelligence, following a four-stage path of "recognition, judgment, decision-making, and reasoning." Driven by AI and other advanced technologies, realize process automation and intelligent applications.

Infrastructure Optimization

- Accelerate the upgrade and iteration of IT infrastructure equipment, leverage the fintech capabilities of China Merchants Bank, promote underlying technology upgrades such as migrating core business systems to the cloud, continuously enhance infrastructure security capabilities, and reduce energy consumption across various systems.

In 2024, the Company, focusing on its fintech development layout, continuously advanced system platform optimization, refined service processes, and the cloud migration of the Alpha platform.

CMB Financial Leasing 2024 Fintech Management Measures and Achievements

System Platform Optimization

- Upgraded and optimized the archive system to achieve automated synchronization of automobile supplier and contract files, supporting features such as automatic file classification to meet diverse archive management needs.

Service Process Refinement

- Established a customer marketing process management system to standardize marketing procedures, visualize communication content, and digitize customer profile data.

Alpha Platform Cloud Migration

- Completed cloud migration of key modules including core business system project management and contract management. Throughout the year, 1,606 interface modifications were completed, reaching 60.38% of the overall three-year progress, surpassing the planned target of 60%.



Completion of the Automotive Subscription Personal Business System Construction

In September 2024, the Company launched its automotive subscription personal business system for the first time. The project covers three major modules: retail business management, vehicle management, and client WeChat mini-program. It includes functionalities such as product management, risk control approval, contract signing, financial processing, full vehicle lifecycle management, and customer service. This effectively supports the rapid implementation of the automotive subscription personal business, enhancing customer experience and operational efficiency.



Launch of Phase II "Leasing CRM" to Support Customer Marketing

In 2024, the Company completed the design and development of the leasing CRM (Customer Relationship Management) subsystem. The system launched modules including customer marketing minutes, marketing journeys, marketing minutes approval, and marketing dashboards, providing visual interfaces for performance monitoring, multi-dimensional asset organization, and project reserves. This significantly aids the company's customer marketing efforts. By the end of 2024, the system had recorded 1,444 marketing minutes, markedly improving the quality and efficiency of customer marketing management.



GRI Content Index

Statement of use	CMB Financial Leasing has prepared this report with reference to GRI Standard for the reporting period from January 1, 2024 to December 31, 2024
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1	About Us
	2-2	About the Report
	2-3	About the Report
	2-6	About Us
	2-7	Social Key Performance
	2-9	Strengthening Governance to Cement the Operational Foundation
	2-14	Sustainability Management
	2-22	Statement from Management
	2-27	Integrity as the Foundation, Creating a Clean and Transparent Environment
	2-29	Sustainability Management
GRI 3: Material Topics 2021	3-1	Sustainability Management
	3-2	Sustainability Management
	3-3	Sustainability Management Chapters on various topics
GRI 203: Indirect Economic Impacts 2016	203-1	Serving the National Priorities, Advancing High-Quality Development
	203-2	Serving the National Priorities, Advancing High-Quality Development Caring for People's Livelihood, Contributing to Public Welfare
GRI 205: Anti-corruption 2016	205-2	Integrity as the Foundation, Creating a Clean and Transparent Environment
	205-3	Integrity as the Foundation, Creating a Clean and Transparent Environment

GRI Standard	Disclosure	Location
GRI 302: Energy 2016	302-1	Environmental Key Performance
	302-2	Environmental Key Performance
GRI 303: Water and Effluents 2018	303-5	Environmental Key Performance
GRI 305: Emissions 2016	305-1	Environmental Key Performance
	305-2	Environmental Key Performance
GRI 306: Waste 2020	306-1	Green Operations, Protecting Our Ecological Home
	306-2	Green Operations, Protecting Our Ecological Home
	306-3	Environmental Key Performance
GRI 401: Employment 2016	401-1	Social Key Performance
	401-2	People-Centered, Creating a Warm Harbor
	401-3	People-Centered, Creating a Warm Harbor
GRI 403: Occupational Health and Safety 2018	403-3	People-Centered, Creating a Warm Harbor
	403-4	People-Centered, Creating a Warm Harbor
	403-5	People-Centered, Creating a Warm Harbor
	403-6	People-Centered, Creating a Warm Harbor
	403-8	People-Centered, Creating a Warm Harbor
	403-9	Social Key Performance
	403-10	Social Key Performance
GRI 404: Training and Education 2016	404-2	People-Centered, Creating a Warm Harbor
GRI 405: Diversity and Equal Opportunity 2016	405-1	Social Key Performance
GRI 406: Non-discrimination 2016	406-1	People-Centered, Creating a Warm Harbor



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