

Sustainability Report 2025

Creating Positive Futures Together



WE'LL HELP YOU GET THERE

A member of the Deposit Protection Scheme.

Mission and Values



Mission

We will be a world class provider of secure, innovative and profitable financial services delivered by motivated staff for delighted clients.



Our Values

- Act with integrity
- Champion the customer
- Trust and Accountability
- Respect for each other and the communities we serve
- The power of diversity and inclusion
- Agility and innovation that make a difference



Our Reporting Suite



CABS 2025 Sustainability Report

The report provides comprehensive disclosures of CABS' collective sustainability impacts in caring for the environment and contributions towards the society & sustainable economic growth.



CABS Sustainability Abridged 2025 Report

This report summarises the Society's impacts on the Society, Environment & Economy.



CABS 2025 Annual Report

Provides the Society's comprehensive audited annual financial statements.

WE'LL HELP YOU GET THERE

1

CABS Sustainability Report 2025



About this Report

Central Africa Building Society (CABS) is proud to present its Sustainability Report for the year ended 31 December 2025. This comprehensive report is a milestone in our sustainability journey and delivering our purpose. The report is read together with our financial report published separately to enable our stakeholders to make an informed assessment of our sustainability performance, impacts and contributions to the economy, environment and society.

Reporting Scope and Frameworks

This report contains information for Central Africa Building Society. In this report all references to 'our', 'we', 'us', 'the business', 'CABS', 'the Society' refer to Central Africa Building Society.

In developing this report, we were guided by the following reporting requirements:

- Companies and Other Business Entities Act [Chapter 24:31];
- Banking Act [Chapter 24:20];
- Building Societies Act [Chapter 24:02]; and
- Global Reporting Initiative (GRI) Standards (2021).

Sustainability Materiality

The sustainability section of the report focuses on the principle of impact materiality on page 47, highlighting the Company's most significant effects on the economy, environment and people.

Sustainability Data and Assurance

The report was compiled using qualitative and quantitative data extracted from the Society's policy documents, records, and from personnel accountable for material issues herein presented. In some cases, estimations were made and confirmed

for consistency with business activities. Central Africa Building Society (CABS) did not make any restatement of data previously published.

Sustainability information was validated for compliance with the GRI Standards by the Institute for Sustainability Africa (INSAF), an independent subject matter expert. A GRI Content Index is contained on page 92 to 96.

Report Declaration

The Directors take responsibility to confirm that this report has been prepared in accordance with the GRI Standards (2021). In this report, elements of IFRS Sustainability Disclosure Standards were incorporated from provisions of IFRS S1 and IFRS 2, as we proactively enhance and continue to strengthen our sustainability disclosures toward full compliance with standards.

Forward Looking Statements

This report may contain forward-looking statements which are based on current estimates and projections. These statements do not guarantee future developments and results as these may be affected by several anticipated and unanticipated risks and uncertainties. Stakeholders are cautioned against placing undue reliance on forward looking statements contained herein. We commit to publicly share any revisions of the forward-looking statements to reflect changes in circumstances and or events after the publication of this report through trading and website updates.

Feedback on the Report

The Society values opinions and feedback from all stakeholders on its operations and reporting. Any suggestions and queries you may have are welcome. Kindly share your feedback with Head of Compliance, Farirayi Machawira, FarirayiMachawira@cabs.co.zw.

Navigating this report

The navigation tools for this report can be found at the top right of each page and within the report.

This report is best viewed in Adobe Acrobat for desktop, mobile or tablet.

Download or update to the latest version:

Navigating this report



Previous Page



Contents Page



Next Page



Download Link

CONTENTS



01

SUSTAINABILITY HIGHLIGHTS

Our Impacts at a Glance	6
Our SDGs in focus	7
Tracking Key Achievements and Progress	8
Recognitions and Awards	9
Managing Director's Message	10



02

WHO WE ARE

CABS Defined	12
Our Business Model	13
Our Structure	14
Products and Services	16
Corporate Memberships	17



03

LEADERSHIP & SUSTAINABILITY GOVERNANCE

Board of Directors	19
Senior Management	22
Board Governance	24
Compliance Statement	26
Sustainability Governance	27
Sustainability Risk Management Framework	28
Sustainability Related Risk and Opportunities	29
Transition Plans	30



04

OUR VALUES AND PRACTICES

Business Ethics and Values	32
Business Resilience	33
Combating Corruption	34
Embracing Diversity and Inclusion	35
Upholding Human Rights	36
Cybersecurity and Privacy Protection	37
Legal and Regulatory Environment	38
Responsible Investing	39



05

OUR APPROACH TO SUSTAINABILITY

Our Business Ecosystem: Shared Values and Priorities	41
Sustainability Materiality Assessment Framework	46



06

SUSTAINABLE BANKING SOLUTIONS

Green Finance	50
Sustainable Investments & Deal Structuring	51
Financial Crime	52
Innovation and Digitalisation Solutions	54
Financial Access and Inclusion	55
Transaction Processing Time	57
Fair Competitive Practices	58
Enriching our Customer Centric Experience	59



07

ENVIRONMENT AND CLIMATE

Water Monitoring	61
Waste Management	62
Energy Efficiency	63
Greenhouse Gas (GHG) Emissions	65
Climate Risk	67
Climate Action	69



08

OUR PEOPLE

Employee Management Strategies	71
Who We Are: Growing Together	74
Freedom of Association and Collective Bargaining	75
Occupational Health and Safety (OHS)	76
Training, Awareness and CABS Culture	78
Life After Employment	79



09

INVESTING IN COMMUNITY DEVELOPMENT

Supporting Our Communities	81
Investing in Community Empowerment	83
Sustainable Development Goals (SDGs)	85



10

ECONOMIC VALUE IMPACTS

Sustainable Procurement	87
Direct Economic Value Generation and Distribution	89
Responsible Tax Practices	90

ANNEXURES

GRI Content Index	92
-------------------	----

WE'LL HELP YOU GET THERE

3

CABS Sustainability Report 2025

Chairman's Statement

It gives me great pleasure to present the CABS 2025 Sustainability Report, a continuation of our journey toward building a resilient, inclusive, and sustainable financial institution, one that thrives not in isolation but together with our customers, communities, and partners. Our 2025 theme, Creating Positive Futures Together, reflects our belief, built over 75 years of banking, that progress is strongest when shared and when driven by responsible choices that leave a lasting, positive impact.

Reflecting on 2024: A Foundation for Shared Progress

I reflect from the year 2024, which was pivotal in strengthening the foundations that underpin our 2025 ambitions. During the period, CABS consolidated its role as a key economic enabler through strategic deployment of capital into Zimbabwe's productive sectors including agriculture, mining, and infrastructure. These investments advanced national priorities in line with the National Development Strategy 1 ("NDS 1 2021-2025") such as employment creation, increased fiscal revenue, and enhanced food security.

We also deepened our purpose-driven initiatives across health, education, environmental sustainability, and financial literacy. From targeted nationwide cancer awareness campaigns and donations of chemotherapy drugs to environmentally focused reforestation and treeplanting programmes, supporting the SDGs. Our commitment to value beyond banking was widely recognised culminating in national ESG awards for inclusive and sustainable development.

These achievements form the strong platform upon which we build our 2025 aspirations.

Creating Positive Futures Together: Our 2025 Commitment

In 2025, we carried forward the momentum of our 2024 progress into a future defined by collaboration, innovation, and responsible stewardship.

1. Partnering for Sustainable Economic Growth

As CABS, we remain committed to enabling Zimbabwe's economic transformation. Through continued support of the country's key sectors, we continue to empower entrepreneurs and expand access to inclusive finance in line with the national objectives in the National Financial Inclusion Strategy II (2022-2026). The catalytic effect of the funding deployed in 2024 reinforced our belief in strategic collaboration as a driver of shared prosperity.

In 2025, we continue fostering partnerships that unlock economic resilience particularly for SMEs, youth, and women-led enterprises ensuring that growth is both inclusive and sustainable.

2. Prioritising Community Wellbeing and Social Impact

Our 2024 health interventions demonstrated the impact of integrated community support. 2025 witnessed the broadening of this social investment agenda, strengthening education access, healthcare partnerships, and financial literacy programmes to build confident and empowered communities.

To us at CABS, "Creating positive futures together" means standing with our communities and addressing the societal challenges that hold back collective progress.

3. Accelerating Environmental Stewardship

The environmental initiatives of 2024 including treeplanting & reforestation collaborations affirmed our long-standing commitment to climate conscious banking. In 2025, we

scaled our focus on climate resilience, resource efficiency, and environmentally aligned financing to protect the ecosystems that sustain our economy and future generations.

4. Driving Digital Transformation for Accessibility and Efficiency

In 2024, CABS made meaningful strides in digital innovation introducing enhanced digital platforms and expanding USD transacting capabilities. These enhancements increased customer convenience while strengthening operational resilience.

In 2025, our digital transformation continued to serve as a critical enabler of sustainable banking through financially inclusive products and technology which expanded our reach and reduced our environmental footprint while improving customer experience. The successful re-implementation of our core banking system will deliver seamless banking to our customers and reporting to our stakeholders.

5. Strengthening Governance and Ethical Leadership

Responsible governance remains the anchor of what we do at CABS. The Sustainability frameworks adopted since 2024 provide a transparent and robust platform for risk management, ethical conduct, and transparent stewardship. The Board has set the tone at the top with the appointment of a Board Sustainability Champion, Sam Hosack who works closely with management to deliver the sustainability strategy at CABS, as well as the establishment of the Board Sustainability and Climate Resilience Committee which will begin its work in earnest effective 1 January 2026

Our 2025 governance agenda continues to build on the foundation and momentum set in 2024, to ensure accountability, regulatory alignment, and long-term institutional stability. We are working and aligning our business model to sustainable practices for sustainable growth through the Sustainability Standards and Certification Initiative (SSCI) Certification programme under the guidance of the European Organisation for Sustainable Development (EOSD) and our regulator, the Reserve Bank of Zimbabwe (RBZ).

Looking Ahead With Confidence

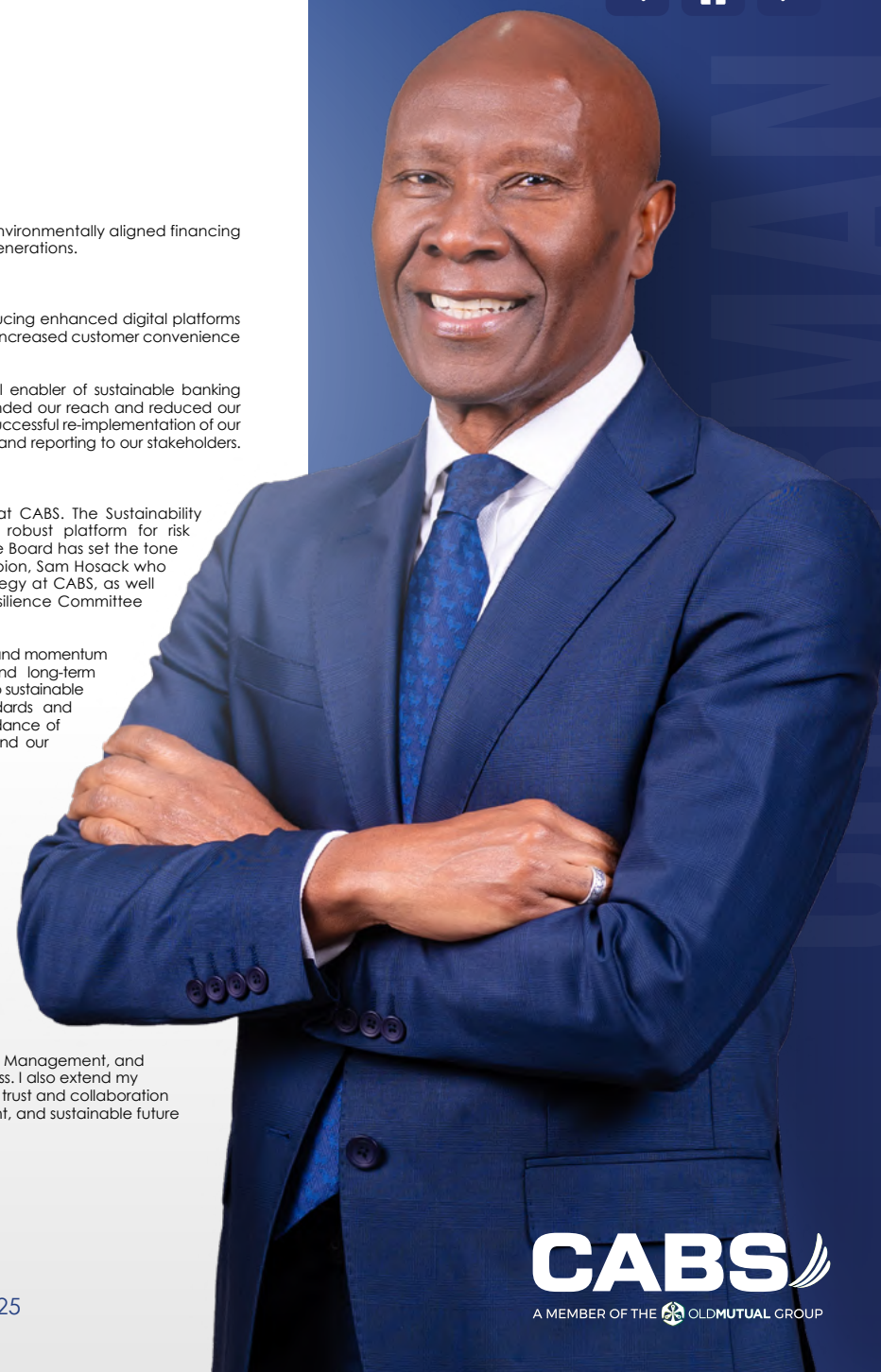
The road ahead presents both challenges and extraordinary opportunities for CABS. Guided by our values and by the lessons and successes of 2025, we step forward with confidence, committed to ensuring that everything we do contributes to a future in which our customers thrive, our communities flourish, and our environment endures.

Together with our stakeholders, employees, regulators, and partners, we are creating positive futures grounded in shared purpose and sustained by shared action.

Acknowledgements

I therefore extend my sincere appreciation to our Board, Executive Management, and dedicated staff, whose unwavering commitment drives our progress. I also extend my gratitude to our valued customers and partners for their continued trust and collaboration with us. Together, we will continue building a more inclusive, resilient, and sustainable future for CABS and Zimbabwe.

Joshua C. Tapambgwa
CABS Board Chairman



SUSTAINABILITY HIGHLIGHTS

1



Our Impacts at a Glance

6

Our SDGs in Focus

7

Tracking Key Achievements and Progress

8

Recognitions and Awards

9

Managing Director's Message

10

WE'LL HELP YOU GET THERE

5

CABS Sustainability Report 2025

Our Impacts At a Glance



↑ 13%

FY2025: 71.94
FY2024: 63.40

Net income from
operations US\$m



↑ 123%

FY2025: 98.86
FY2024: 44.26

Cash from
Operating Activities (US\$m)



↑ 21%

FY2025: 38.59
FY2024: 31.87

Operating Profit (US\$m)



↑ 27%

FY2025: 632.4
FY2024: 498.41

Total Assets (US\$m)



\$257,912,582.29

Gross Loan Portfolio
(US\$)



414

Number of Mortgages



91

Financial Literacy Training
(Headcount)



83%

Customer Satisfaction Score
(NPS)



↓ 36%

FY2025: 1,389,914
FY2024: 2,175,249

Electricity Consumption (KWH)



↓ 37%

FY2025: 20,432
FY2024: 32,640

Waste Generated
(Plastic Bottles Count)



↑ 439%

FY2025: 468,946
FY2024: 86,881

Solar Generation
(KwH)



↑ 23%

FY2025: 435,050
FY2024: 313,364

Scope 2 emissions
Liquid Fuels
(Kg CO2e/Litre)



↓ 1%

FY2025: 801
FY2024: 808

Total Employees
(Headcount)



8

Employee First Aid Cases
(Count)



1

Non-employee
Work Related Injuries (Count)



1

Number of
Data Breaches (Count)

Our SDGs in focus



Our Purpose Statement and High Impact Goals

**PARTNERING
POSITIVE FUTURES
TOGETHER**

Champion sustainable
housing development

Empower SMEs

Promote sustainable
agriculture

Lead sustainable
technology and
infrastructure
development

Committee
Risk and Compliance

Committee
Audit

Committee
Credit

Committee
ICT



WE'LL HELP YOU GET THERE

7

CABS Sustainability Report 2025

Tracking Key Achievements and Progress

	2025	2024
Economic	- Active digital customers: 365,168 - Loans disbursed: - SMEs - US\$40,320,896.15 to 204 clients. - Women led businesses - US\$5,241,389 to 33 clients - Youth - US\$20,900,959 to 44,176 clients.	- Active digital customers: >200,000 - Loans disbursed: - SMEs - US\$24.4m to 186 clients. - Women led businesses - US\$ 2.1m to 21 clients. - Youth - US\$740,821 to 13,649 clients.
Environmental	US\$164,020 clean energy loan facility.	US\$17,060 dedicated to conservation partnerships, tree planting, and wildlife protection programmes. US\$205,836 clean energy loan facility.
Social	Housing Mortgages Disbursed – 414	- New digital learning platform launched. 79% of employees on Group pension coverage. - Affordable housing supported - 4,018 residential stands (Budiro and Nkulumane)
Governance	Directors: 55% Independent 27% female representation Zero material corruption cases reported. - Certified Data Protection Officer appointed	Directors: 55% Independent 27% female representation Zero material corruption cases reported. - Certified Data Protection Officer appointed



Recognitions and Awards



Superbrand Awards

1st Runner-Up in the Banking Sector Category & 2nd Place in the Top 20 Business to Business Category at the 2025 MAZ Superbrand Awards



Zimbabwe National ESG & CSR Achievement Awards

Best ESG & Sustainability Impact Investment from ESG Network Zimbabwe.



Zimbabwe National Retailers and Wholesalers Awards

Zimbabwe National Retailers and Wholesalers Awards and was honoured as the First Runner-Up in the Financial Service Provider of the Year – Business to Consumer category.



Zimbabwe CEOs Network Awards

Outstanding Financial Institution Award from Zimbabwe CEOs Network



Banks and Banking Survey Awards

Runner-Up for Overall Bank in Financial Inclusion at the 2025 Banks & Banking Survey.



Capital Markets Award 2025

First Runner-Up: best performing Custodian award category



Managing Director's Message

I am pleased to present our CABS 2025 Sustainability Report. Our theme for the year, "Creating Positive Futures Together", underscores our conviction that meaningful progress occurs when we build shared value—partnering with our customers, employees, regulators, and communities to advance Zimbabwe's sustainable development.

Building on Our 2024 Momentum

The year 2024 provided a strong foundation for our 2025 sustainability ambitions. In a competitive economic environment, CABS demonstrated resilience, strategic agility, and a firm commitment to inclusive growth.

Our lending and trade finance solutions empowered businesses to import capital equipment, strengthen operations, and enhance value addition—driving long-term economic stability and competitiveness.

These achievements in 2025 affirmed our ability to navigate transition shocks, while maintaining strong support for customers and communities.

Driving Social Impact and Strengthening Community Wellbeing

Our sustainability mandate extends far beyond financial intermediation. 2025 saw the intensification of our community-focused programmes across health, education, and financial literacy. A critical focus area was the fight against cancer—where we partnered to drive nationwide awareness campaigns for breast, childhood, prostate, and testicular cancers. These interventions improved access to early detection and lifesaving treatment for vulnerable groups.

In recognition of these efforts, CABS received a national ESG and Inclusive SDG Development Award, reflecting our leadership in responsible, socially aware banking.

Our commitment to expanding these interventions was highlighted by continuing the deepening of partnerships with healthcare supporting community schools and broadening financial education to empower households to build long-term resilience.

Advancing Environmental Responsibility

Environmental sustainability remained a core pillar of our agenda in 2025. We intensified participation in treeplanting and reforestation initiatives, working with national partners to combat deforestation and contribute to climate resilience. We demonstrated our commitment to reducing our carbon footprint and promoting clean energy through the installation of the solar system at our head office, set in the conservancy area in Northridge Park, Highlands Harare.

We further enhanced our climate strategy in 2025 by embedding climate-related risks into our enterprise risk management framework, improving resource efficiency across operations, and exploring green financing options aligned with national climate goals.

Sustaining Momentum in Digital Transformation

Digital innovation continued to transform our service delivery landscape in 2025. We scaled digital capabilities across customer onboarding, internal processes, and payment channels, enhancing convenience and operational efficiency. Our strengthened digital platforms contributed substantially to transaction volumes and customer engagement. The installation of deposit taking ATM's across our extensive

In 2025, we have broadened digital financial inclusion by lowering barriers to access, simplifying onboarding, and designing customer-centric solutions that deliver security, speed, and transparency.

Strengthening Governance and Embedding Sustainability in CABS

The CABS sustainability governance framework as defined in our ESG policy, continued to guide how environmental, social, and governance risks influence our lending, contracting, and operational decisions in 2025. We are in the process of acquiring the Sustainability Standards and Certification Initiative ("SSCI") certification, supported by the Reserve Bank of Zimbabwe and the European Organisation for Sustainable Development ("EOSD"). 2025, saw the deepening of the framework's integration which has enhanced disclosure, strengthened ESG and sustainability linked governance oversight, and embedding sustainability metrics into CABS business and performance management.

Looking Ahead: Building Positive Futures, Together

Building from previous wins and lessons, the journey and intention ahead is clear: to champion a banking model that supports inclusive growth without compromising future growth.

CABS will continue to operate in line with our sustainability strategy, which broadly seeks to:

- expand financing that enables productive sector growth and economic resilience
- Deepen social impact partnerships in health, education, and community empowerment
- Accelerate climate-conscious operations and explore green finance pathways
- Advance digital innovations toward universal financial access
- Uphold ethical governance and strengthen our ESG maturity

Our people remain at the centre of our success. I extend my sincere gratitude to our teams for their continued commitment, to our customers for their trust, built over 76 years of service and to our partners and regulators for their continued collaboration.

We will continue creating positive futures together- sustainably, inclusively, and responsibly.

Mehuli Mpofu
Managing Director





WHO WE ARE



CABS Defined 12

Our Business Model 13

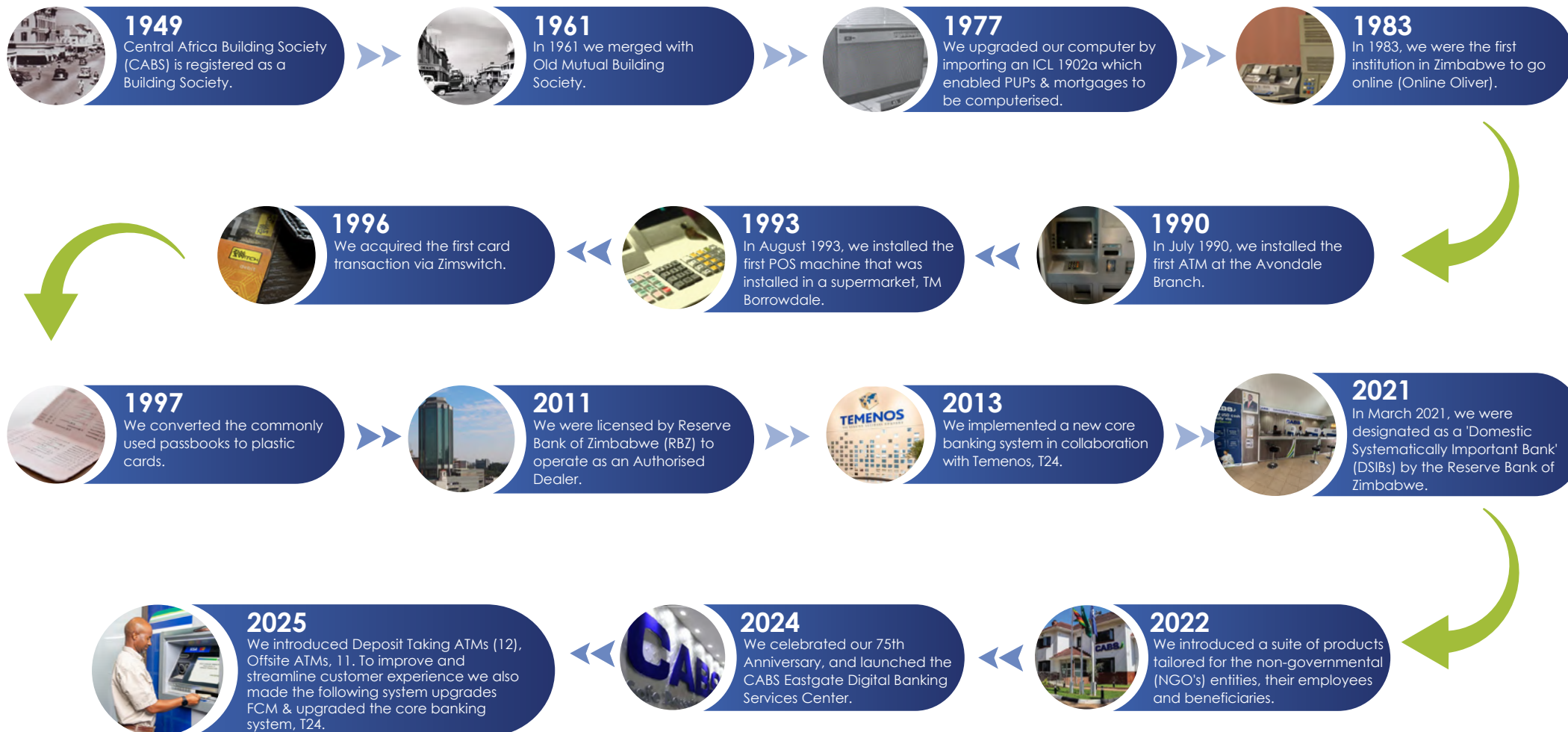
Our Structure 14

Products and Services 16

Corporate Memberships 17

2

CABS Defined



Our Business Model

We operate as one of Zimbabwe's largest and oldest financial institutions. We celebrated 75 years of trusted service to Zimbabwe as a building society, turned full service banking institution. Our business model combines retail banking, corporate banking, housing finance, digital financial services, and investment products, supported by our parent company Old Mutual Zimbabwe Limited. We are also a member of the Deposit Protection Scheme, insuring our valued customers' financial assets.

Core Revenue Streams

a) Retail & Transactional Banking

We earn our fees and commissions from:

- Transactional accounts (for individuals and businesses)
- Savings accounts
- Debit/credit card services
- Mobile & internet banking platforms

b) Lending Activities

We generate interest income from:

- Mortgage loans (our historic core business)
- SME and corporate loans
- Salary based loans
- Short-term and long-term business loans

These lending products form a major part of our diversified service range.

c) Investment & Treasury Operations

The society earns returns from:

- Money market investments
- Term deposits
- Capital raising and advisory services
- Cross currency payments

We registered as an Authorised Dealer in 2012, allowing us to facilitate international payments. We also offer investment and bancassurance products underwritten by Old Mutual.

d) Merchant Services & Payments Infrastructure

Revenue comes from:

- POS machines
 - Integrated payment solutions for merchants
- CABS maintains an extensive payments footprint with 1,450 POS devices nationally.

Target Markets & Customer Segments

Retail Customers

We serve corporates, churches, schools, individuals with savings, mortgages, and digital banking services.

SMEs

This is a strategic growth sector for us due to our role in economic development. We strategically focus on:

- SME loans
- Invoice discounting
- Business accounts
- Cross selling Old Mutual products under the Integrated Financial Services model (IFS, across all our branches)

We recognise that SMEs are a major driver of diversification and future revenue growth and also allows us to drive national objectives under the NDS II and the Financial Inclusion Policy II.

Corporate & Institutional Clients

This includes:

- Large corporations
- Government entities
- NGOs
- Export oriented businesses

Distribution Channels

CABS uses a multi-channel delivery model:

- 40 branches nationwide
- 50 ATMs
- 1,450 POS devices
- Mobile banking (Textacash)
- Internet and digital platforms

This [FM2.1] [PC2.2] [PC2.3] extensive network enhances reach and customer acquisition.

Strategic Partnerships & Group Synergies

CABS is a wholly owned subsidiary of Old Mutual Zimbabwe Limited, which enables full functionality of the IFS through:

- Bundling of banking, insurance, and investment products
 - Strong capital backing
 - Integration with group distribution channels
 - Diversified skills and access to specialised teams who support the IFS model to deliver value and seamless service to our valued customers
- Old Mutual's support enhances CABS' operational stability and market trust.

Sectoral & Economic Focus

CABS actively finances key sectors of the Zimbabwean economy underpinning NSD II:

- Agriculture (tobacco, horticulture, sugarcane, grains)
- Mining
- Energy
- Manufacturing
- Retail & e commerce
- Tourism

Risk Management & Credit Profile

At CABS, we are strongly aligned operationally with Old Mutual Zimbabwe Limited values and market conduct.

How we create value

Our business model combines:

Pillar	How Value Is Created
Retail Banking	Fees & interest from individual accounts, loans, and digital banking.
Corporate & SME Banking	Lending, trade finance, advisory services.
Mortgage Finance	Medium to Long-term housing loans (historic core function).
Digital Payments Services	POS, mobile money, online banking.
Investments and Treasury	Money market, term deposits, capital-raising.
IFS-Group Synergy	Cross-selling Old Mutual Zimbabwe insurance & investment products.

At CABS we are proud to leverage our legacy, wide distribution network, strong brand, and Old Mutual Zimbabwe Limited backing to maintain a comprehensive, customer focused financial services model.

Our Structure

Ownership & Legal Form

Group position.

We are a wholly owned subsidiary of Old Mutual Zimbabwe Limited (OMZIL), which is itself part of JSE-listed Old Mutual Limited (OML).

Legal status.

CABS is registered as a building society in Zimbabwe since 1949 under the Building Societies Act [Chapter 24:02].

Corporate Governance (Board & Committees)

Board composition & roles. The 2025 annual report [FM1.1] lists the Board of Directors and identifies executive and independent non-executive status

Board committees. CABS operates formal committees including Board Audit, Board Risk & Compliance, Board Credit, Board Loans Review, and Board ICT (membership and chairs itemised in the 2025 annual report).

Governance framework. The Executive Committee (EXCO), Asset & Liability Committee (ALCO), and Management Credit Committee, operate alongside the Board level committees noted above.

Executive Management & Management Committees

Executive leadership. Mehluli Mpofu leads the business as Managing Director and Cecil Ndoro as Deputy Managing Director with Valerie Muyambo as the Chief Finance Officer.

Key management forums. Day-to-day oversight and decision making flow through EXCO, ALCO (balance sheet, liquidity, interest rate risk), and Management Credit Committee (credit origination and portfolio quality).

Lines of Business (Operating Divisions)

Retail / Personal Banking & Mortgages. Transactional and savings accounts, mortgage/home loans, cards, mobile & internet banking, salary based loans, money market & term deposits.

Business Banking (SME). A dedicated Business Banking unit serves SMMEs/SMEs with accounts, working capital facilities, invoice discounting, and advisory; CABS explicitly positions SMEs as a strategic segment.

Corporate & Institutional Banking. Facilities for large corporates, government entities, NGOs, schools, churches and export oriented/agribusiness clients; supported by trade finance lines.

Treasury & Markets. Funding, liquidity management, and investment operations (money market placements/term funding) to support the balance sheet and client flows, as reflected in product sets and reporting.

Digital Channels & Payments. Mobile/online banking (e.g., Textacash/USSD), merchant acquiring via an extensive POS footprint, and participation in the Zimswitch network for domestic payments.

Operations & Service. Branch network, ATMs, and service centres that underpin distribution and customer support, with locations listed on the official site.

Risk, Compliance & Assurance (“Three Lines” of defence)

Board oversight. The Board Risk & Compliance Committee (BRCC) and Board Audit Committee provide independent oversight of enterprise risk, financial crime compliance, and internal control environment.

Policies & control environment. We publicly disclose AML/CFT, ESG, and Data Privacy statements, referencing FATF/Wolfsberg alignment and RBZ's risk based approach, plus GRI adoption for sustainability reporting.

Financial crime governance. Our AML Manual sets roles (policy ownership by Head of Compliance), committee approvals and financial crime compliance governance and oversight (AML & Customer Acceptance Committee), and Board noting cycles demonstrating second line independence and escalation routes.

ALCO & Credit governance. Liquidity, market, and credit risk are managed through ALCO and Credit/Loans Review structures at management and Board levels.

Distribution & Delivery Network

Physical footprint. CABS operates a nationwide network of branches and ATMs (plus off site ATMs as well as deposit taking).

Merchant acquiring. We run a wide network of POS devices for merchants and all locations of our devices are listed on our website

Payment rails. We are a member of Zimswitch, Zimbabwe's national electronic funds switch and clearing house.

External Funding & Partnerships (operational enablers)

Development finance lines. We actively source funding through credit lines, to support exporters, SMEs, women entrepreneurs, and agribusiness which is integral to our corporate and SME operations.

Old Mutual ecosystem. As part of Old Mutual Zimbabwe, CABS can bundle banking with insurance and investment products, leveraging group channels and brand.

Our Structure

Our High-Level Operating Map

Old Mutual Limited (OML)

Old Mutual Zimbabwe Limited (OMZIL)

CABS (Central Africa Building Society)

Board of Directors

- Board Audit Committee
- Board Risk & Compliance Committee
- Board Credit Committee
- Board Loans Review Committee
- Board ICT Committee

Executive Committee (EXCO)

- ALCO (Asset & Liability Committee)
- Management Credit Committee

CABS Governance

- Retail Banking & Mortgages
- Commercial Services (Corporates, Agriculture, Trade Finance, SME's)
- Treasury & Markets
- Marketing
- CABS Custodial
- Credit
- Digital Channels & Payments (incl. POS/ Zimswitch connectivity)
- Operations
- Finance
- Enterprise Risk Management (Market Risk, Operational Risk, Credit Risk) and Modeling
- Compliance (Regulatory Compliance, Conduct Risk, AML/CFT, Sanctions, Data Privacy)
- Internal Audit (independent assurance reports to Board Audit Committee)
- Technology / IT (Core systems, channels, cybersecurity)
- Legal & Governance
- Human Capital

What this means operationally

- Board driven oversight with distinct audit/risk/credit/ICT committees provides the top level control environment and strategy checks.
- The bank's Executive Committee, supported by our dedicated risk and credit forums, is committed to responsible stewardship. This collaborative oversight ensures we maintain a strong balance sheet and uphold the highest standards of integrity in our lending practices.
- Multi segment delivery model (Retail, SME, Corporate) is supported by Treasury, Digital & Payments, and a nationwide network, allowing both depth (mortgages/SME) and breadth (payments, trade)
- Second line independence is visible through published independent frameworks and the BRCC, while Internal Audit anchors the third line



Products and Services

CABS offers a wide range of financial products and services, its diverse product portfolio caters for various customer segments, ranging from low-cost retail transactional accounts to high-net-worth offerings and comprehensive commercial banking services.

The following services are offered by CABS:



Transactional



International
Payments



Trustee
Service



Safe Custody



Settlement of
Securities



Money Transfer

Our Operations

The Bank has 40 branches across Zimbabwe, with presence in all 10 provinces. We aim to provide a range of banking and financial services across the country, ensuring accessibility for customers in both urban and rural areas.

Branches across Zimbabwe

Harare (15)

Arundel
Avondale
Borrowdale
Central Avenue
Chisipite
First Street
Kelvin Corner
Mutual Gardens
Northridge Park
OM Green Zone
Park Street
Platinum Northridge Park
Southerton
Eastgate
NGO

Bulawayo (3)

Ascot Platinum
Fife Street
Jason Moyo Street

Manicaland (5)

Chipinge
Hauna
Murambinda
Mutare
Rusape

Mashonaland Central (1)

Bindura

Mashonaland East (2)

Marondera
Murehwa

Mashonaland West (4)

Chinhoyi
Kadoma
Kariba
Karoi

Masvingo (2)

Chiredzi
Masvingo

Matabeleland North (2)

Hwange
Victoria Falls

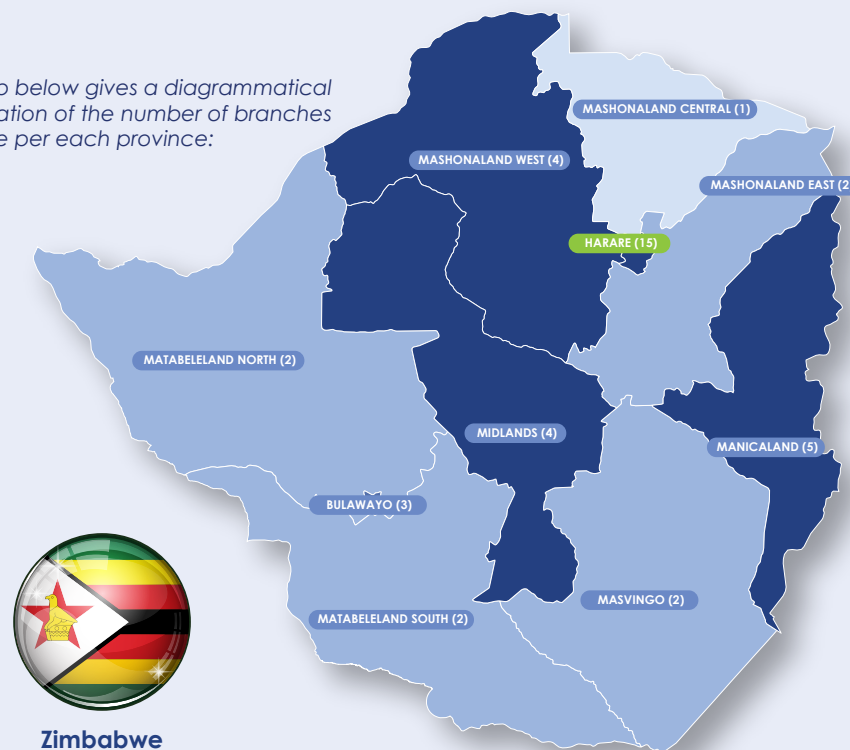
Matabeleland South (2)

Beitbridge
Gwanda

Midlands (4)

Gokwe
Gweru
Kwekwe
Zvishavane

The map below gives a diagrammatical presentation of the number of branches we have per each province:



	Count
Number of retail branches	40
Of which are in rural areas	3
Of which are in semi-rural areas	1
Of which are in urban areas	36
Number of CABS agents sites	1,296
Of which are in urban areas	1,008
Of which are in rural areas	289
Number of ATMs	86
Of which are in rural areas	3
Of which are in semi-rural areas	4
Of which are in urban areas	79

Corporate Memberships

 Association of Chartered Certified Accountants (ACCA)	 Chartered Institute of Management Accountants (CIMA)	 Certified Public Accountants (CPA)
 Institute of Bankers of Zimbabwe (IOBZ)	 Chartered Financial Analysts (CFA)	 Law Society of Zimbabwe (LSZ)
 Marketers Association of Zimbabwe	 Compliance Society Zimbabwe	 Global Association of Risk Professionals





LEADERSHIP AND SUSTAINABILITY GOVERNANCE

3



Board of Directors	19
Senior Management	22
Board Governance	24
Compliance Statement	26
Sustainability Governance	27
Sustainability Risk Management Framework	28
Sustainability Related Risk and Opportunities (SRRO)	29
Transition Plans	30

Board of Directors

FACTSHEET



CABS is guided by strong leadership and a sustainability governance framework that supports ethical conduct, accountability, and effective decision-making. This approach ensures that business strategy aligns with regulatory requirements, stakeholder expectations, & long-term sustainable value creation.

Leadership	27% female representation on the Board.
Sustainability Governance	Sustainability Steering Committee established during the period under review.
SDG's	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS



Joshua Chance Tapambgwa
Chairman

Qualifications: CA(Z), BAcc.

Tenure: 3 years

Other Directorships: CAFCA, Nicmil Investments (Pvt) Ltd, Nyashadzash Trust.



Samuel Matsekete
Group Chief Executive Officer

Qualifications: MBL, CA(Z)BAcc. (UZ), (UNISA), AIBZ

Tenure: 5 years

Other Directorships: Old Mutual Zimbabwe Limited, Old Mutual Life Assurance, Old Mutual Investment Group Zimbabwe Private Limited.



Mehluli Mpfu
Managing Director

Qualifications: MBA, CFA B.Sc Eng(Hons)

Other Directorships: Kupinga Renewal, Chartered Accounting Academy, UMRI Institute, Africa Union for Housing Finance.

Board of Directors



Cecil Tanyaradzwa Ndoro
Deputy Managing
Director

Qualifications: MBA, BBS (Hons)



Valerie Christine Muyambo
Chief Finance Officer

Qualifications: CA (SA), CA(Z), B.Compt
UNISA



Munyaradzi J. R. Dube
Independent
Non-Executive Director

Qualifications: MBA (MSU), CA(Z),
B. Acc (UZ),

Tenure: 8 years



Warren Gillwald
Independent
Non-Executive Director

Qualifications: Dip. Mechanical
Engineering, Dip. Agriculture

Tenure: 5 years

Other Directorships: Forefront Farming
(Pvt) Limited.

Board of Directors



Qualifications: MBA, BBS (Hons)

Tenure: 8 years

Other Directorships: Steifel (Pvt) Ltd, Tongaat Hullet, St Ignatius Board of Governors.



Qualifications: CA (Z). BAcc

Tenure: 2 years

Other Directorships: Innscor Africa Limited, Hippo Valley Estates Limited, Comesa Regional Investment Agency.



Qualifications: BEng Hons (UK)

Tenure: 2 years

Other Directorships: Hawkmoth Mining and Exploration P/L, Eagle Lithium Resources, Harriers Nickel Resources P/L.

Senior Management



Mehluli Mpfu
Managing Director

Qualifications
CFA, MBA, BSc Honours
Electrical Engineering.



Cecil Tanyaradzwa Ndoro
Deputy Managing Director

Qualifications
MAP, MBA, Bachelor of Business
Studies (Honours) Degree, Diploma
in Marketing Management.



Farirayi E. Machawira
Head of Compliance

Qualifications
BA General (Hons), LLB (Hons),
LLM International and
Commercial Law.



Valerie Christine. Muyambo
Chief Financial Officer

Qualifications
CA(Z) (BCom) (Honours) from
UNISA, Postgraduate Diploma in
Auditing.



Benjamin Sithole
General manager,
Commercial Services

Qualifications
MBA, CFA, CIMA, Bachelor of
Accountants Honours.



Takudzwa Muzvidzwa
IT Executive

Qualifications
MSc Computer Science,
BSc Information Systems.



Paul Kudakwashe
Head of Credit

Qualifications
MBA, B.Sc. Honours Economics.



Brian Gumbo
Head of Treasury

Qualifications
MBA, HBBS in Finance & Banking,
CFA, ACI-DC and SAIFM



Dr. Tagarira Mutenga
Chief Internal Auditor

PhD in Management of
Technology and Innovation,
(MBA), FCCA, (BSc Hons) in
Applied Accounting, Diploma
in Town Planning, FCIS.

Senior Management



Esnath Dzonga
Head of Risk

Qualifications

MBA, Bachelor of Commerce (Honours) Degree in Banking.



Irvine Masona
Head of Digital Banking

Qualifications

MSc in Finance and Investments (NUST), Honours Degree in Finance and Banking (UZ).



Rufaro Samhungu
Human Capital Executive

Qualifications

MBA, PGDip (Business Management), BCom (Human Resource Management), Diploma in Personnel Management, Diploma in Labour Relations.



Samson Manyoni
Head of Custodial Services

Qualifications

MBA, MSc Economics, BSc Hons. Economics.



Charity Zvokuomba
Head of Retail Banking

Qualifications

BBS(Hons) UZ; Diploma in Advanced Marketing (IMM), Certified Retail Banker (UK), IOBZ (Cert.)



John Chipunza
Head of Operations

Qualifications

(MSc) in Strategic Management and Corporate Governance MSU (MBA) – Bangor University, United Kingdom (Chartered Banker MBA) (B.Mgt) in Human Resources Management ZOU (HND) in Human Resources Management – HEXCO



Lindiwe Thebethebe
Marketing Executive

Qualifications

MBA, Chartered Postgraduate Diploma in Professional Marketing, Bachelor of Business Studies (Honours) Degree in Marketing.



Hardlife Romeo Nharingo
Legal and Governance Executive

Qualifications

LLB (Hons).

Board Governance

The Board is committed to upholding high standards of corporate governance and complying with the requirements set out in applicable legal and regulatory frameworks, including:

- Banking Act [Chapter 24:20] (as amended in 2015).
- Banking Regulations of 2000.
- Building Societies Act [Chapter 24:02].
- Reserve Bank of Zimbabwe Act [Chapter 22:15].
- Reserve Bank's Corporate Governance Guidelines.
- National Code on Corporate Governance in Zimbabwe (ZIMCODE).
- Old Mutual Group Governance Framework (GGF).

Collectively, these laws, regulations, and guidelines establish the core principles for effective governance in the banking sector. Together with CABS' own Code of Conduct and Board Charter,

they are available to Directors to support the proper discharge of their fiduciary responsibilities and obligations.

Board Diversity and Inclusion

As of 31 December 2025, the Board consisted of eleven (11) directors: three (3) Executive Directors, two (2) Non-Executive Directors, and six (6) Independent Non-Executive Directors, as detailed below. The Chairman of the Board is an Independent Non-Executive Director. The Board actively oversees the independence of both the Chairman and all Independent Non-Executive Directors by reviewing quarterly conflict of interest declarations submitted to the Board.

Board Structure:

Central Africa
Building Society
(CABS)

Risk and Compliance
Committee

Audit
Committee

Credit
Committee

ICT
Committee

Loans Review
Committee

Committee
Risk and Compliance

Committee
Audit

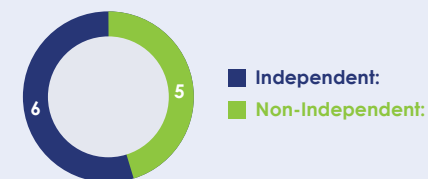
Committee
Credit

Committee
ICT

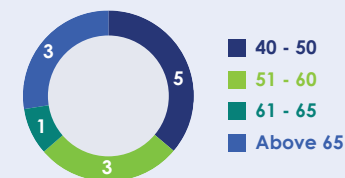
Committee
Loans Review

Below is a summary of the Board's composition:

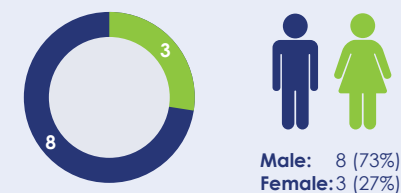
Independence



Age Group



Gender



Board Nominations

The CABS Chairman, Managing Director and Company Secretary engage on potential board nominees. Once nominees are vetted, their names are submitted for approval, following the process below:



Board Stakeholder Engagement

To keep the Board apprised of significant matters, CABS utilises memoranda and Board escalation reports. Where required, ad hoc meetings are convened with the relevant Board Sub-Committee and the Board Chairman. These engagements ensure that the Board remains informed of key issues, enabling timely deliberation and decision-making.

Conflict of Interest

The Board continues to monitor the independence of both the Chairman and all other Independent Non-Executive Directors using quarterly conflict of interest declarations presented to the Board.

Committee Meeting Attendance

The Board Committees meeting attendance are included in the Corporate Governance Report contained in the 2025 Annual Report. The Committee meeting attendance for the period under review was as follows:

Board Member	Board	Audit Committee	Risk and Compliance Committee	Credit Committee	Loans Review Committee	Information and Technology Committee
Number of meeting held	5	4	4	7	4	4
Washington Matsaira [^]	5	-	-	-	-	-
Mehluli Mpofo *	5	-	-	-	-	-
Cecil Ndoro *	5	-	-	-	-	-
Valerie Muyambo *	5	-	-	-	-	-
Munyaradzi Dube ***	4	4	-	-	4	-
Warren Gillwald ***	5	-	-	4	-	4
Samuel Matsekete **	5	-	-	-	3	-
Joshua Tapambgwa # ***	5	4	4	7	-	-
Samuel Hosack ***	5	-	4	-	-	4
Duduzile Shinya ***	5	4	4	-	3	-
Tracey Mutaviri **	5	-	-	6	-	4

Key

- [^] Retired from the Board with effect from 31 December 2025
- # Appointed Chairman of the Board with effect from 01 January 2026
- Not a member

Compliance Statement

The Society maintains an independent compliance function responsible for overseeing all compliance risks and managing regulatory relationships on behalf of the Board of Directors. The Compliance Department is structured into three sub-units, each reporting to the Head of Compliance: Legal and Regulatory Unit, Financial Crime Compliance Unit, and the Monitoring and Conduct Risk Unit.

The Legal and Regulatory Unit is responsible for establishing and administering the Compliance Programme approved by the Society's Board. Its remit includes managing the regulatory change process, providing compliance advisory support to the business, and overseeing relationships with regulators and other key stakeholders.

The Financial Crime Compliance Unit manages risks associated with Anti-Money Laundering (AML), Counter Financing of Terrorism (CFT), and sanctions, and has oversight of the Society's AML Programme. The Unit provides advisory guidance to the business on financial crime compliance matters and maintains liaison with the Financial Intelligence Unit (FIU).

The Monitoring and Conduct Risk Unit operates as an independent assurance function, primarily responsible for providing management with assurance through reviews and assessments of compliance across the Society. This Unit also oversees the Society's Ethics and Environmental, Social, and Governance (ESG) programme.

The Society is committed to complying with all applicable legal, regulatory, and industry standards, with a strong emphasis on transparency and accountability in its operations.

The Central Africa Building Society is regulated by several authorities, including:

- Reserve Bank of Zimbabwe (RBZ).
- Financial Intelligence Unit (FIU).
- Deposit Protection Corporation (DPC).
- National Social Security Authority (NSSA).

- Postal and Telecommunications Regulatory Authority Zimbabwe (POTRAZ).
- Securities and Exchange Commission of Zimbabwe (SECZim).
- Zimbabwe Revenue Authority (ZIMRA).

Management is confident that the Society largely fulfilled the requirements set forth by these key regulators in the industry.

Committee	Responsibilities
AML and Customer Acceptance	The Committee oversees the Society's financial crime compliance framework, including responsibility for managing AML and CFT risks and ultimately monitors the implementation of the CABS FCC/AML Programme.
Sustainability Steering Committee	The Committee oversees the Society's ESG programme and conducts regular assessments of its effectiveness from a compliance perspective. The Committee is supported in this role by an operational Sustainability Working Committee.
Sustainability Working Committee	The Sustainability Working Committee reports to the Sustainability Steering Committee, which serves as the management-level governance body. The Working Committee includes representatives from all departments across CABS and is further strengthened by participation from Line 1 business functions, Line 2 risk and compliance, and Line 3 internal audit.

Sustainability Governance

The Board Risk and Compliance Committee (BRCC) is responsible for reviewing, on behalf of the Board, management's recommendations relating to sustainability risks and impacts with support of the Sustainability Steering Committee. This includes oversight of the design and implementation of the Society's risk framework, encompassing the effectiveness and quality of internal controls, risk appetite limits, risk profile, and capital management processes.

The Committee reports to the Board on any significant risks facing the Society where it believes action or improvement is required and provides recommendations regarding the adequacy of risk mitigation strategies. In carrying out its responsibilities, the Committee works closely with the Board Audit Committee in relation to risk management systems and internal controls. The Board Risk and Compliance Committee also holds ultimate responsibility for the review and approval of all Sustainability Reports, reflecting the Board's role in guiding the overall CABS strategy.

Sustainability Steering Committee

The Sustainability Steering Committee is responsible for overseeing due diligence and related processes designed to identify, assess, and manage the Society's impacts on the economy, the environment, and society. The Committee reports to the Board Risk and Compliance Committee (BRCC).

Committee Structure

The Sustainability Steering Committee comprises the following members, who collectively ensure the effective discharge of the Committee's responsibilities:

- Deputy Managing Director (Chairperson)
- Head of Risk
- Head of Compliance (Sustainability Policy Owner)
- Head of Operations
- Head of Retail
- General Manager
- Commercial Services
- Head of Credit
- Chief Finance Officer
- Head of Human Capital
- Head of Marketing
- Head of Treasury
- Head of CABS Custodial Services
- Head of Legal and Corporate Governance

The Sustainability Steering Committee is functionally supported by the Sustainability Working Committee which is composed of sustainability champions from all CABS business units.



SUSTAINABILITY RISK MANAGEMENT FRAMEWORK

Our Enterprise Risk Management (ERM) framework seeks to identify, assess and address actual and potential hazards and risks in our day-to-day operations. It defines the key risks to our business objective across the Society and evaluates the level of management preparedness to clearly define opportunities to improve and monitor risks. This framework outlines clear roles and responsibilities across the Society ensuring all uncertainties are managed and goals achieved. The ERM adheres to the procedure below throughout the risk framework.



Three Line Model

ERM ensures identification, assessment, and management of actual and potential risks within day-to-day operations. It supports business objectives, evaluates management preparedness, and outlines clear roles and responsibilities to ensure uncertainties are managed and goals are achieved.

First line

- Risk ownership.
- Business operation including sustainability.
- Process, procedure formulation.

Second line

- Enterprise wide risk management and climate risk management.
- Sustainability governance framework compliance, oversight and reporting.

Third line

- Independent Assurance (Internal/External Audit)

ASSURANCE

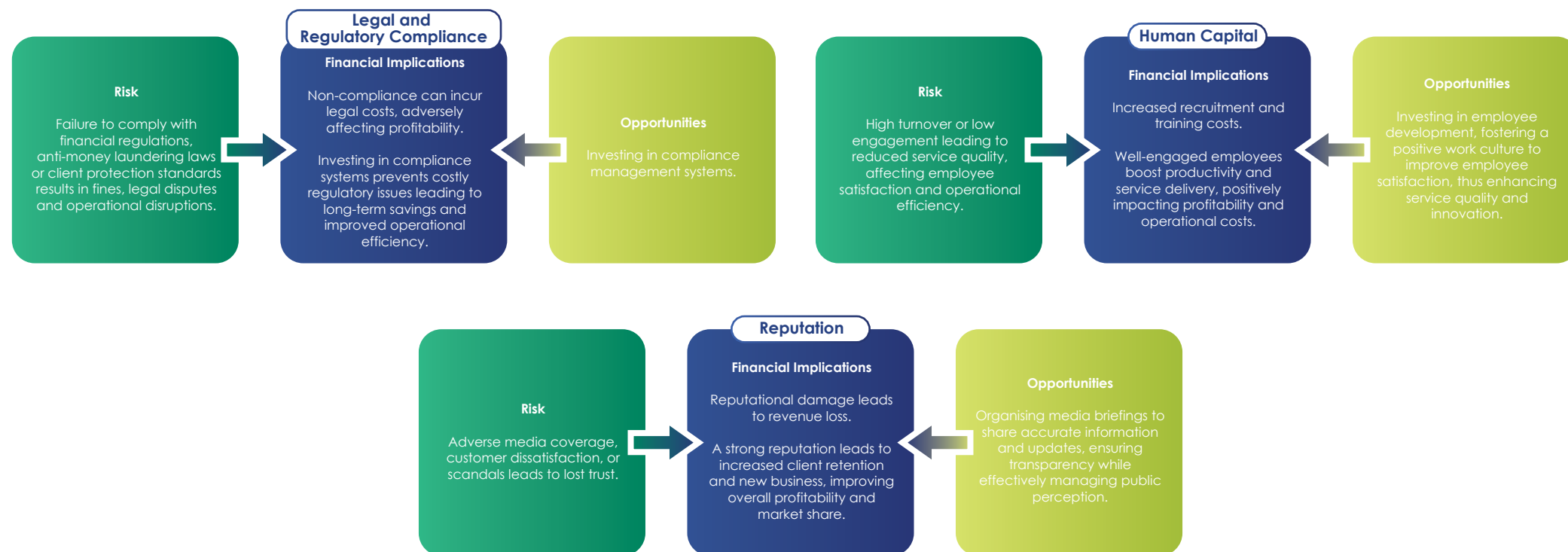
RISK MANAGEMENT FRAMEWORK



Sustainability Related Risk and Opportunities (SRRO)

The Society's approach to managing sustainability-related risks and opportunities includes integrating Environmental, Social, and Governance (ESG) factors into the investment and other decision-making processes. The Board holds ultimate accountability for sustainability risks, with oversight of these issues managed by the Board Risk and Compliance Committee (BRCC)

and the Board Loans Review Committee (BLRC). Management oversight is the responsibility of the Executive Committee (Exco), supported by the Sustainability Steering Committee, chaired by the Deputy Managing Director and further assisted by the Sustainability Working Group.



Transition Plan

As we continue strengthening our sustainability agenda at CABS, we are advancing an impact-based approach by developing our Sustainability Strategy and Transition Plan to anchor our goal of achieving the Sustainability Standards Certification Initiative (SSCI) being spearheaded by the Reserve Bank of Zimbabwe (RBZ). Further, our ambitions are to incorporate Science Based Targets (SBT) to track our sustainability impacts and progress. In addition, our consideration to align to the Principles of Responsible Banking (PRB) and the Principles of Responsible Investing (PRI) will enhance how we integrate ESG factors into our lending, investments, and the Sustainable Development Goals (SDGs) consideration. As part of our strategic focus on green financing, we will champion green housing projects for climate resilience and long-term value creation.

Vision

Sustainable Finance & Climate Resilience

CABS is advancing an impact-driven sustainability agenda to strengthen responsible banking and long-term environmental stewardship.

Sustainability Strategy & Transition Plan

Anchors the organisation's sustainability roadmap
Supports alignment with evolving sustainability standards
Positions CABS for long-term environmental and financial resilience

SSCI Certification

Reserve Bank of Zimbabwe
Sustainability Standards
Certification Initiative.

Responsible Banking

Alignment with the Principles
for Responsible Banking (PRB).

Responsible Investing

Alignment with the
Principles for Responsible
Investing (PRI).



Sustainability Goals

Aligning strategy with
global ESG standards,
climate objectives and
sustainable finance
initiatives.

Science-Based Targets (SBT)

Establish measurable sustainability targets to track environmental
performance and climate progress.

Strategic Outcomes

Sustainable Lending

Integrating ESG considerations
into lending and investment
decisions.

Green Finance

Supporting renewable energy
and climate-aligned investments.

Green Housing

Championing climate-resilient
housing developments for
long-term sustainability.

OUR VALUES AND PRACTICES

4



Business Ethics and Values 32

Business Resilience 33

Combating Corruption 34

Embracing Diversity and Inclusion 35

Upholding Human Rights 36

Cybersecurity and Privacy Protection 37

Legal and Regulatory Environment 38

Responsible Investing 39

Business Ethics and Values

OUR VALUES AND PRACTICES

CABS is underpinned by strong corporate values and sound business practices that promote integrity, professionalism, and responsible conduct across the Society.



Business Ethics and Values

The Society established ethical standards through the implementation of compliance policies and a Code of Ethics that guide employee behaviour and decisions. During the year, we noted a reduction in compliance incidents, effective monitoring, and improved prevention of regulatory violations. Mandatory training in Anti-money Laundering (AML) and Countering the Financing of Terrorism (CFT) and business ethics increased employee awareness of ethical expectations, while whistleblower channels allowed for quick identification and escalation of concerns. Enhanced governance and oversight ensure consistent ethical decision-making, which provides a competitive advantage and supports long-term value creation. However, we acknowledge that compliance breaches can lead to significant consequences, and some employees may perceive compliance requirements as burdensome, potentially resulting in disengagement. Further, maintaining compliance controls increases operational workload and costs.

The Society's Maadili Charter governs ethical behaviour across various issues ensuring our commitment to anti-bribery and corruption standards. Governance structures support oversight, and audits assess compliance effectiveness. We conduct thorough due diligence in business relationships and safe reporting procedures for potential issues. Continuous tracking through internal and external audits, alongside performance indicators, ensures compliance and facilitates ongoing improvement based on stakeholder feedback.

During the year our goals, targets, key performance indicators (KPIs), and progress:

Goal	- Maintain 99.9% uptime in core banking. - Strengthen capital liquidity. - Increase self-service adoption. - Conduct BCM tests and exercises.
Targets	- Recovery Time Objective (RTO) ≤ 4 hours. - Liquidity coverage ratio above thresholds. 30% increase in digital transactions. ≥ 2 tests & tabletop exercises annually.
KPIs	- Uptime percentage. - LCR metrics. - Transaction counts. - Test pass rates.
Progress	- Achieved 99.5% uptime, ongoing improvements needed. - Currently above required thresholds. 25% increase year-on-year. - BCM exercises completed, advancing vendor diversification.



Business Resilience

CABS is dedicated to ensuring the continuity of core banking operations, enhancing liquidity and capital strength, and expanding self-service capabilities. During the year, we were able to ensure seamless banking service continuity, stronger liquidity and capital positions, and increased digital self-service usage. These elements foster customer trust and enable efficient responses to changing market conditions. Despite these advancements, potential negative impacts such as power/network instability, inflation, cyber threats, and supply chain constraints pose significant challenges. To mitigate these risks, we implemented policies including:

- Business Continuity Management Policy (BCM) (ISO 22301).
- ERM (COSO/Basel).
- Cyber Resilience Frameworks (ISO 27001/NIST).

CABS emphasises continuous improvement by regularly updating its strategies based on internal audits, incident reports, and stakeholder feedback. Efforts include scaling digital onboarding, utilising analytics for fraud detection, and fostering partnerships

with fintech's. CABS is committed to strengthening its operations through improved change management, automation, and communication strategies. This includes implementing rigorous change control processes with impact assessments, rollback plans, and stakeholder signoffs to minimise configuration-related incidents during system updates. Additionally, CABS is deploying automated failover mechanisms for critical systems and incorporating AI-driven incident triage tools to reduce Mean Time to Detect (MTTD) and Mean Time to Recover (MTTR). Formalised vendor resilience clauses will ensure disaster recovery capabilities and redundancy provisions in all contracts, while enhanced crisis communication protocols will utilise multi-channel alerts to keep customers informed during disruptions, thereby improving trust and transparency. To further enhance service continuity, CABS utilises feedback channels across various touchpoints, maintains proactive engagement with regulators and partners for compliance and stability, and conducts employee forums and resilience workshops to gather insights that refine business continuity plans and improve incident response protocols.



Combating Corruption

We are dedicated to upholding the highest standards of integrity and ethics by managing risks related to corruption and bribery. We established internal controls to mitigate risks in critical areas identified as high-risk, including Treasury, Finance, Asset Acquisition, IT Procurement, and Marketing. We conduct thorough risk assessments of third parties to identify and manage potential corruption and bribery risks. These efforts help the Society play a significant role in preventing corruption by ensuring such practices are swiftly recognised and eliminated. Consequently, corruption and bribery risks within our operations are kept to a minimum, safeguarding our reputation and the trust of our stakeholders.

We mandate due diligence at the initiation of any business relationship, involving partners, agents, intermediaries, and joint ventures, to assess and manage associated risks. Pre-employment screening ensures that potential employees align with our ethical standards, while ongoing training and awareness programs inform employees about our policies and procedures. Those working in higher-risk areas receive specialised training and supervision to help them identify and report potential bribery and corruption, supported by confidential channels, including anonymous tip-offs for reporting suspicious activities. Regular reviews of third-party policies and governance ensure compliance with anti-bribery and corruption standards. When corruption or bribery is identified, we promptly report the matter to relevant law enforcement authorities and regulatory bodies as necessary, reinforcing our commitment to ethical conduct and integrity.



01 Identify

Assess corruption and bribery risks across high-risk operational areas including Treasury, Finance, Asset Acquisition, IT Procurement, and Marketing.



02 Prevent

Establish internal controls and governance frameworks to mitigate corruption and bribery risks across operations.



03 Screen

Conduct thorough risk assessments of partners, agents, intermediaries, joint ventures, and new employees before establishing business relationships.



04 Educate

Provide regular anti-bribery training, specialised supervision for high-risk roles, and continuous awareness of ethical policies and procedures.



05 Report & Enforce

Enable confidential reporting channels and investigate suspected misconduct, reporting confirmed cases to relevant authorities.

Embracing Diversity and Inclusion

CABS recognises the critical importance of Diversity and Inclusion as fundamental values that drive innovation, enhance its employer brand, and improve talent attraction. We are committed to fostering an inclusive culture that not only embraces diverse perspectives but also ensures equitable opportunities for all employees. We embedded diversity and inclusion in our human capital practices, contributing to enhanced innovation and worldwide recognition for the Society. Embedding inclusion into business practices can lead to enhanced innovation and improved problem-solving through the diverse viewpoints of its team members. Despite progress, CABS acknowledges some actual negative impacts, particularly the limited representation of women and other racial minorities in senior or leadership roles. This imbalance not only presents challenges for equity but restricts the Society's ability to leverage diverse perspectives in decision-making. There is a risk that digitising processes may inadvertently exclude certain demographics, further exacerbating existing disparities.

We developed essential policies to guide our diversity and inclusion initiatives, including a Recognition Practice that enforces principles of inclusivity and a Recruitment Policy focused on merit-based and inclusive hiring. CABS is committed to promoting equity in recruitment and supporting inclusive leadership development. This commitment reflects a comprehensive approach to embedding DEI principles throughout CABS.

We introduced awareness programs for recruiters and conducted compliance checks on D&I practices. Additionally, mentorship programs for underrepresented groups have been implemented to support career growth and representation in leadership. Recruitment and recognition policies are under continual review to ensure they align with D&I objectives. The effectiveness of D&I initiatives is monitored through various tools, including HC audits, ESG assessments, employee engagement surveys, and tracking DEI training hours.

Diversity Index

0.49

Challenges

- Limited representation in leadership
- Risk of digital exclusion

Actions

- Inclusive recruitment policy
- Mentorship programs
- Recruiter awareness training
- Policy reviews
- Leadership development



Upholding Human Rights

CABS is committed to fostering a culture of respect and fairness while striving to create a safe and equitable workplace for all employees. During the year, we managed to comply with Zimbabwean labour laws and human rights standards which enhanced our reputation even further as an ethical employer. The Society prioritised fair wages, along with implementing anti-discrimination practices that promote equal opportunities for all employees. However, there were notable gaps in awareness regarding human rights obligations among employees, which can undermine the effectiveness of our policies. Further, there is a risk of rights violations occurring through third-party vendors whose practices may not align with CABS's human rights standards.

Through our Human Capital (HC) Policy we are committed to maintaining a zero-tolerance stance towards discrimination and harassment. Continuous improvement is emphasised through regular HR audits and training, alongside promoting accessibility and inclusivity in the workplace. Accessibility improvements have been made in branches to facilitate a more inclusive environment. Employee feedback surveys serve as an important tool for gathering insights into employees' perceptions and experiences related to human rights.

During the year our goals, targets, key performance indicators (KPIs), and progress were as follows:

Goals	Ensure compliance with human rights standards.
Targets	- Annual training for all employees. - Achieve zero reported rights violations.
KPIs	- Training hours. - Number of rights-related grievances.
Progress	- Training programs have significantly improved awareness of human rights issues. - Addressing accessibility gaps progressively, enhancing employee confidence in grievance mechanisms.

Cybersecurity and Privacy Protection

To meet evolving data protection requirements, we appointed a certified Data Protection Officer trained by the Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ). We address third-party risks through contracts and security controls, investing in advanced technologies such as artificial intelligence and machine learning to enhance our security measures. Our efforts include self-risk assessments, desktop simulations, audits, Vulnerability Assessment and Penetration Testing (VAPT), and evaluations of third-party risks. We collaborate with IT Operations on vendor risk management, conduct monthly phishing simulations, and provide ongoing training for both internal and external stakeholders. Further, our engagements in seminars, with regulators, vendors, and internal teams are instrumental in updating policies, strengthening security measures, and ensuring regulatory compliance.

Regulation	• Cyber and Data Protection Act [Chapter 12:07]. • ISO 27001:2022 Information Security Management System (ISMS). • Third Party & Vendor Risk Management Standards.
Goals	• Protect personal data and meet statutory obligations. • Sustain an internationally aligned security posture and Meet disaster recovery objectives. • Reduce susceptibility to phishing attacks and achieve zero successful cyber-attacks.
Targets	• Full regulatory compliance. • Reduce Mean Time to Detect (MTTD). • Strengthen vendor security compliance. • Increase incident response preparedness by 30%. • Reduce vulnerability exposure. • Virtual Private Database (VPD) score <10 for clients and servers.

Legal and Regulatory Environment

The legal and regulatory environment provides CABS with a stable and transparent operating framework that enhances market integrity and strengthens both customer and investor confidence. This clarity supports responsible banking practices and reinforces trust in the products and services we offer. However, the highly regulated nature of the banking sector results in increased compliance costs and exposure to regulatory uncertainty, which may place pressure on operational efficiency as the Society allocates resources to meet evolving statutory requirements.

Within this context, CABS operates strictly under the Reserve Bank of Zimbabwe (RBZ) regulatory framework and complies with all applicable local, national, and relevant international laws, including those relating to licensing, employment, consumer protection, health and safety, and data privacy. Recognising the significant operational and stakeholder risks associated with non compliance, the Society prioritises adherence to regulatory obligations to safeguard customers, uphold governance standards, and minimise exposure to compliance related risks.

Compliance Mandate

- Sets the principles for how CABS manages regulatory compliance risk.
- Supported by a clear governance framework, policies, and procedures.
- Includes a regulatory change management process to update employees and customers.

Compliance Activities

- Conduct compliance audits to identify root causes of non compliance.
- Implement corrective actions with assigned owners and track closure.
- Use internal escalation and reporting channels when required.
- Provide training to address identified gaps.

Governance and Oversight

- Strong governance framework with clear roles and accountability.
- Compliance and ethical conduct embedded into daily operations.
- Regular compliance reviews and periodic internal audits.

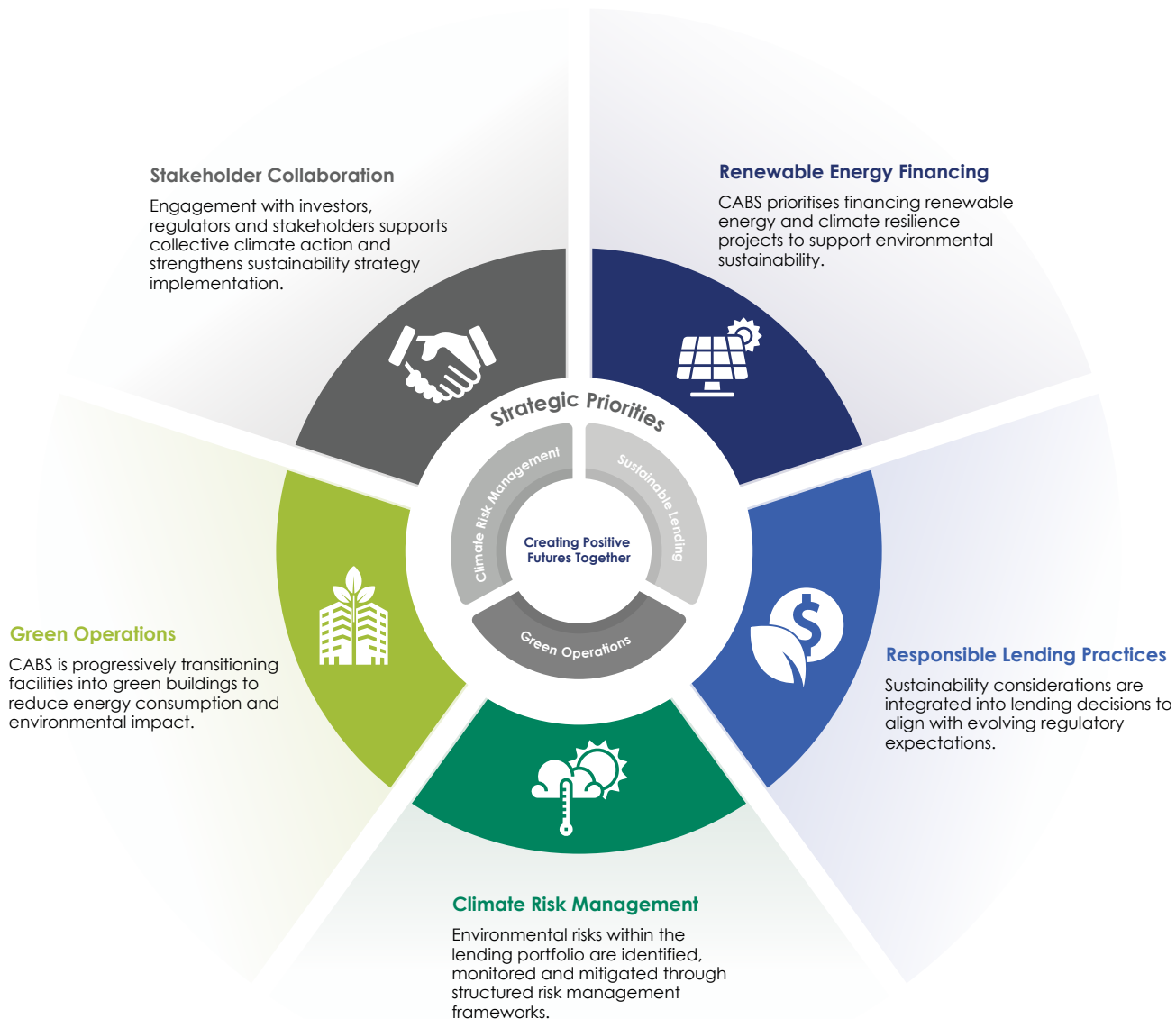
Regulatory Breach Management

- Investigate breaches to understand root causes.
- Notify the regulator where required.
- Implement action plans and monitor for improvement.

Responsible Investing

CABS actively supports lending activities that deliver positive environmental outcomes, with a particular focus on financing projects related to renewable energy and climate resilience. By embedding sustainable lending practices into our operations, we align with emerging regulatory expectations and strengthen our position as a responsible, forward-looking financial institution. These practices enhance CABS' appeal to sustainability-focused investors, creating opportunities for new investments and strategic partnerships. At the same time, we recognise the challenges associated with sustainable lending, including higher compliance costs and the need to strengthen internal capacity to effectively manage climate-related risks. Increased default risks, particularly within climate-vulnerable sectors such as agriculture, remain a concern. Despite these challenges, CABS remains committed to identifying, managing and mitigating environmental risks within its lending portfolio.

Our commitment to sustainability is underpinned by our Climate Risk, Credit Risk Management and ESG policies. Sustainability considerations are integrated into lending decisions, alongside investments in green technologies and renewable energy initiatives. We are progressively transforming our facilities into green buildings to reduce energy consumption. The Society actively engages with stakeholders to promote collective action on climate change, oversee the implementation of its sustainability strategy and monitor progress to ensure continuous advancement towards its environmental objectives.



OUR APPROACH TO SUSTAINABILITY

5



Our Business Ecosystem: Shared Values and Priorities

41

Sustainability Materiality Assessment Framework

46



OUR APPROACH TO SUSTAINABILITY



CABS is committed to a sustainable approach that balances economic, social, and environmental considerations in its operations. The Society integrates sustainability into strategy, decision-making, and stakeholder engagement to drive long-term value.

Our Business Ecosystem: Shared Values and Priorities

Our sustainability strategy is built on the principle of creating positive impacts across Economic, Environmental, Social, and Governance (ESG) dimensions while delivering long-term value for shareholders. We actively seek opportunities to invest in sustainable business practices that advance our sustainability objectives.

Collaborating with our Stakeholders

CABS conducts stakeholder engagement through a structured process of identifying, analysing, and communicating with individuals or groups with a vested interest in the Society. CABS prioritises engagements that foster collaboration, enhance transparency, and build trust among stakeholders.

The engagement process generally includes:

1. Identifying stakeholders;
2. Understanding their needs and expectations; and
3. Developing communication strategies tailored to each group.

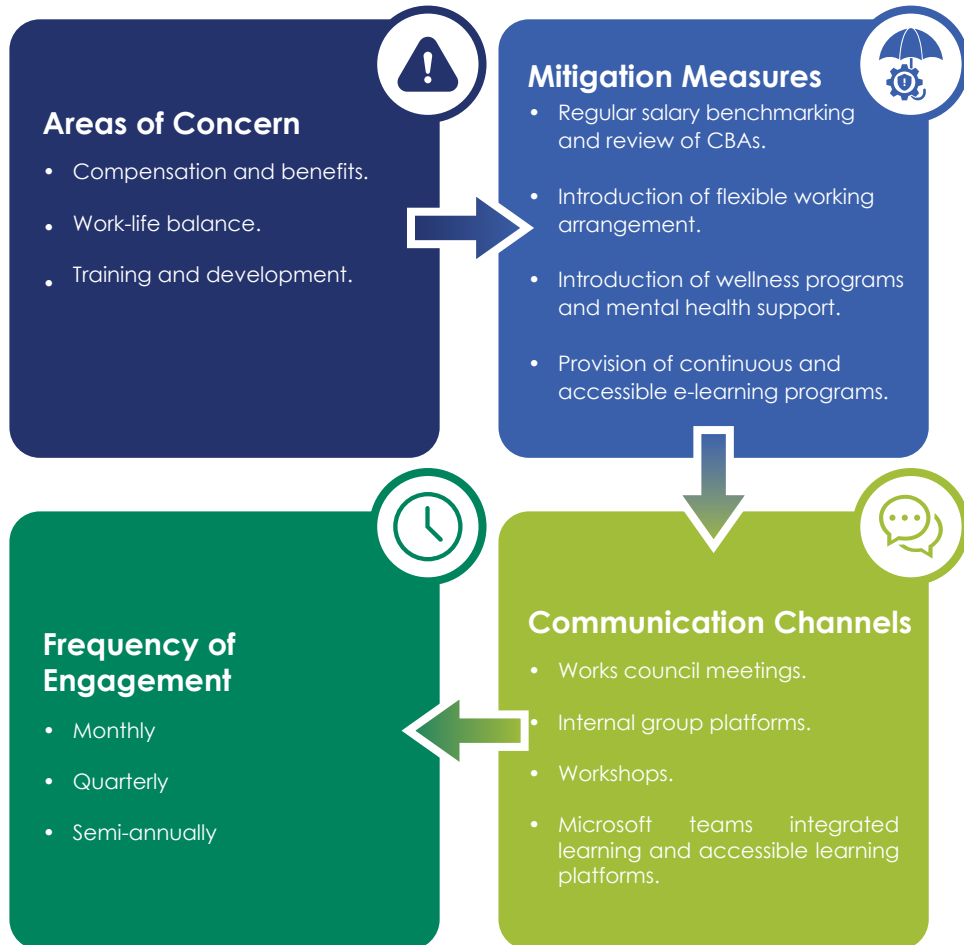
Regular updates, feedback mechanisms, and open forums are maintained throughout the year to ensure stakeholders are consistently informed and valued.

Our stakeholders that we engaged during the reporting period were as follows:

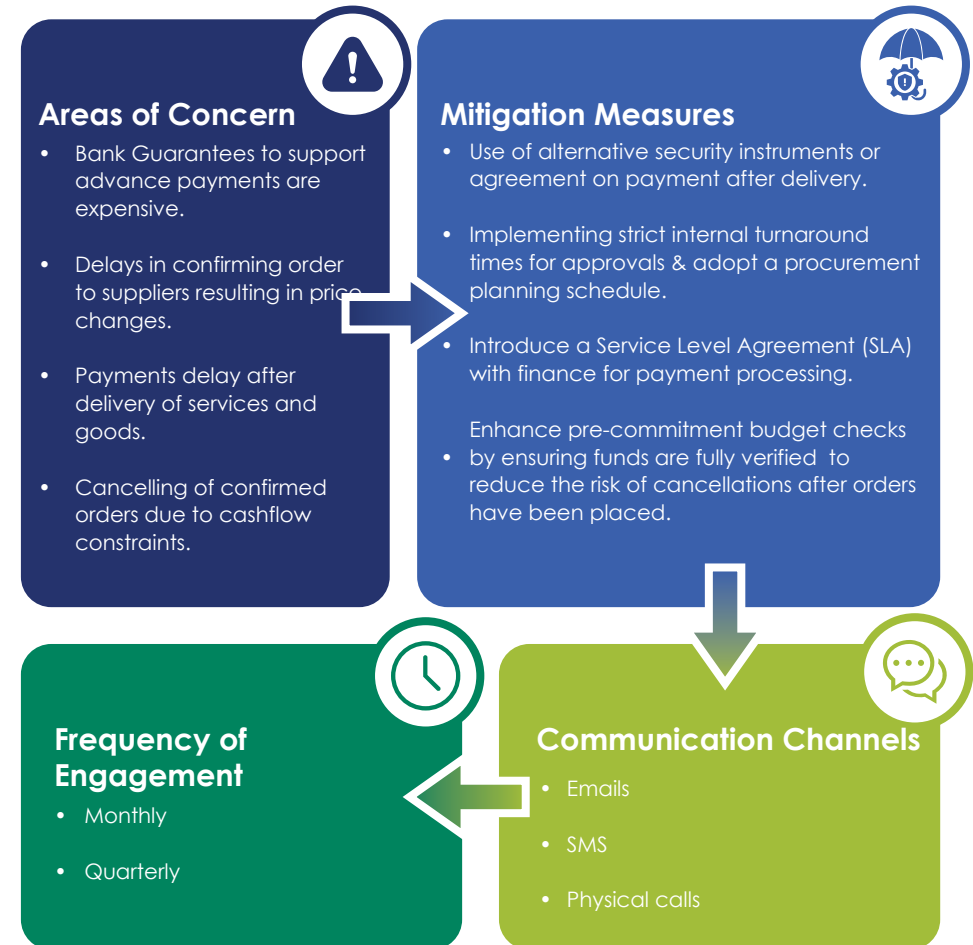


Our Business Ecosystem

Employees

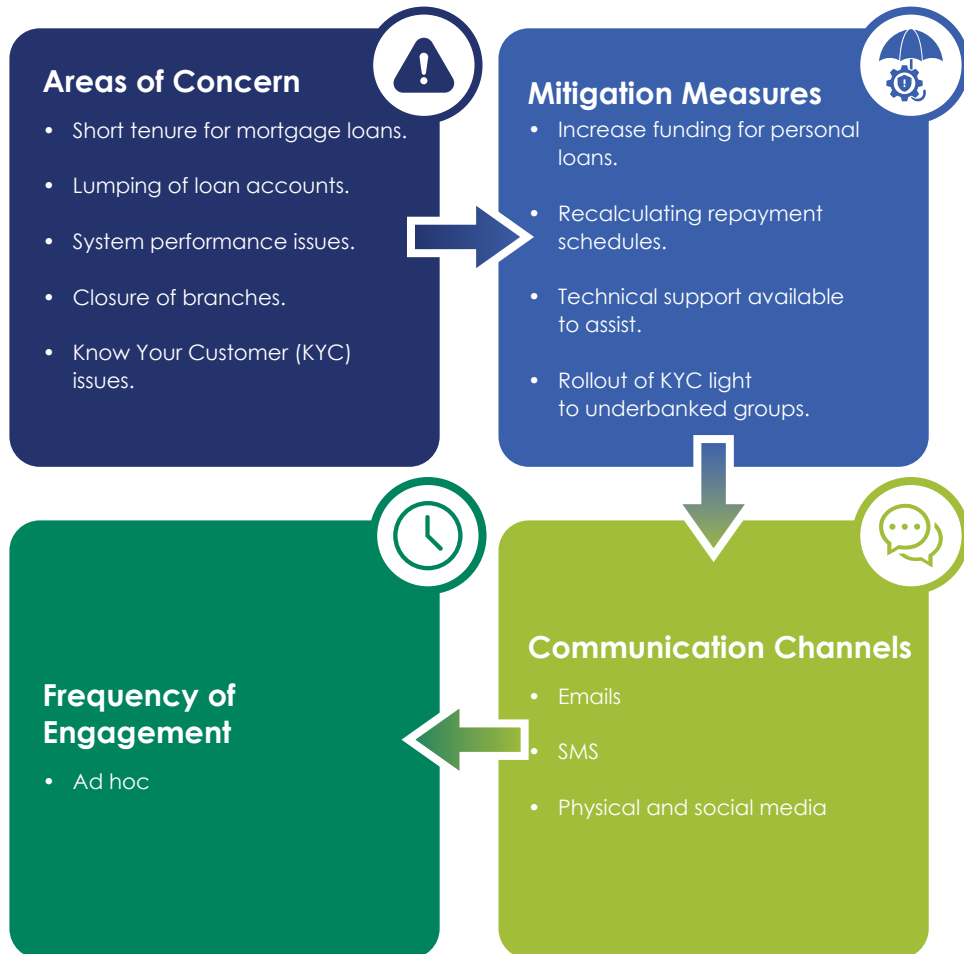


Suppliers

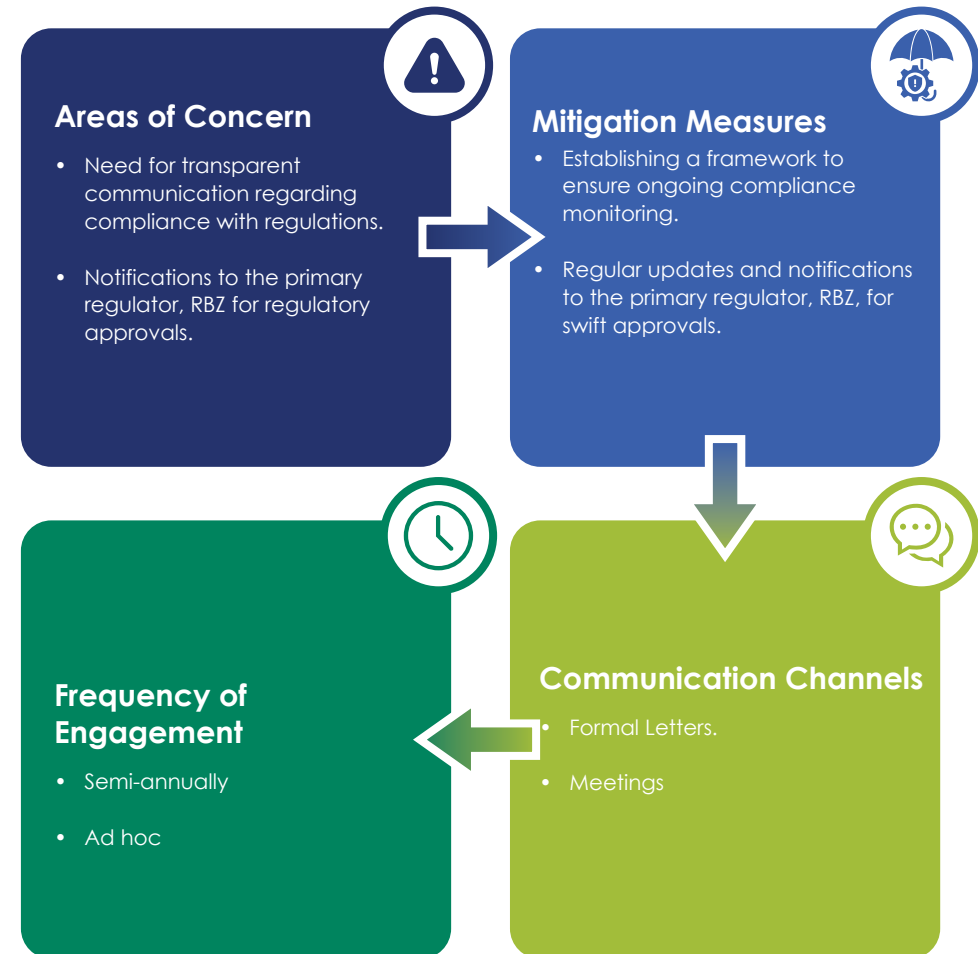


Our Business Ecosystem

Customers

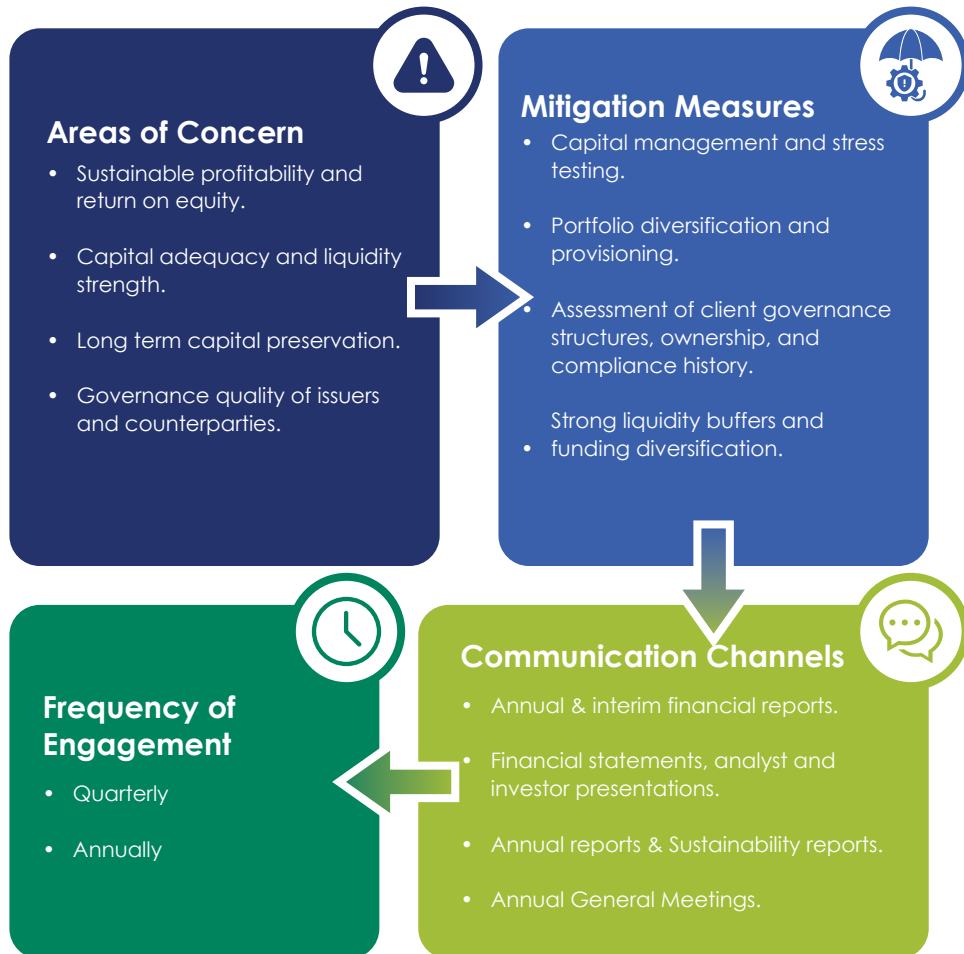


Government and Regulators

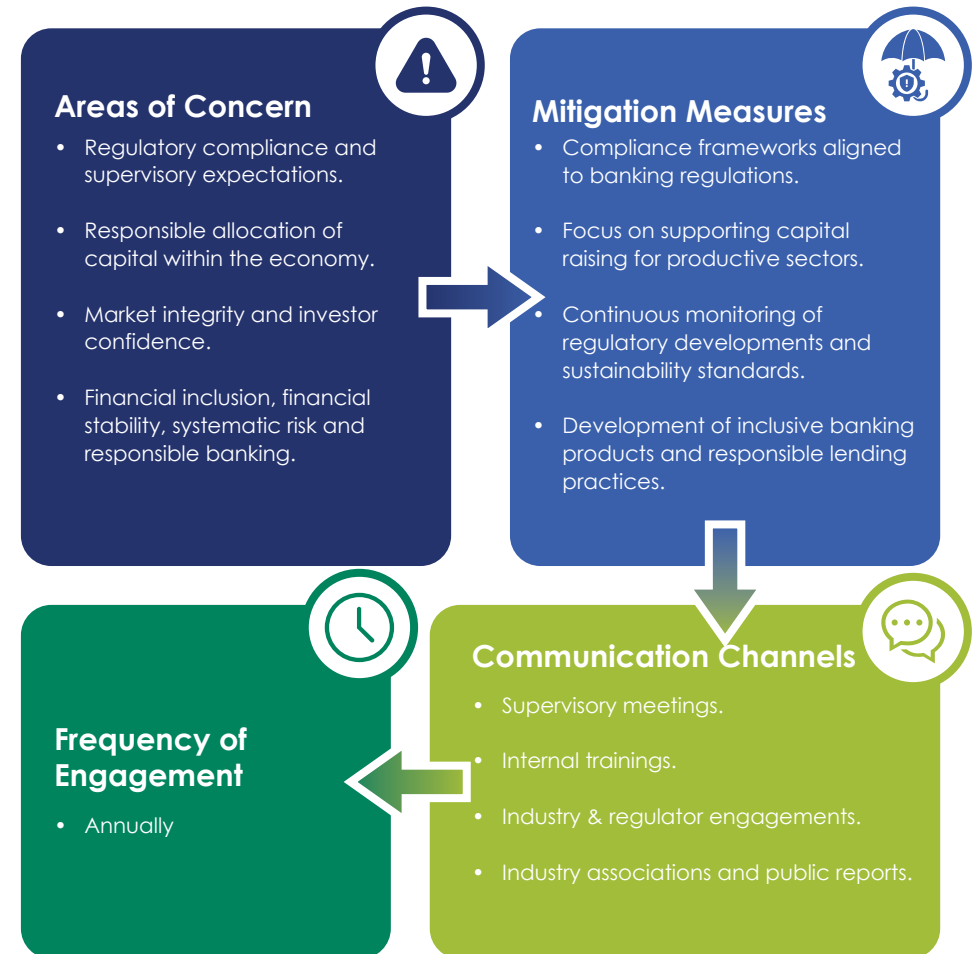


Our Business Ecosystem

Shareholders and Potential Investors

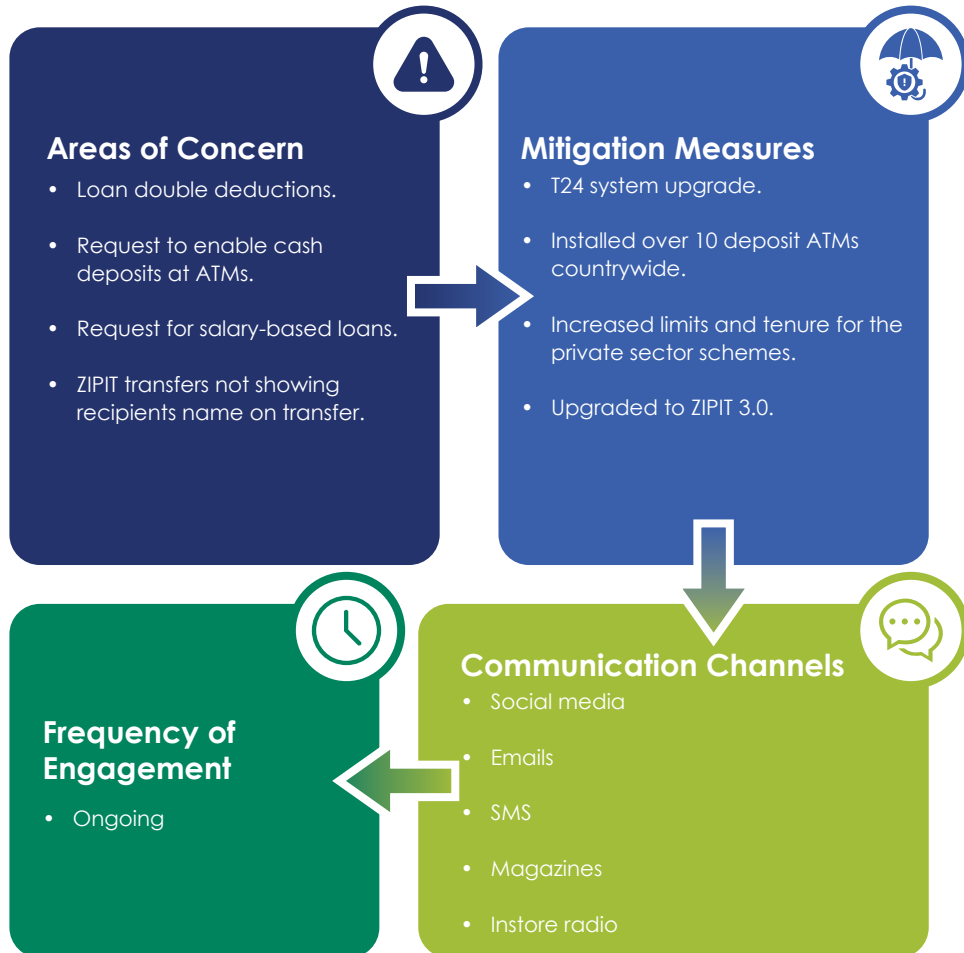


Business and Industry Associations



Our Business Ecosystem

Local Communities



Sustainability Materiality Assessment Framework

CABS evaluated sustainability factors to identify and prioritise the key Environmental, Economic, Social, and Governance (ESG) issues relevant to its operations. To support thorough reporting, we align with the Global Reporting Initiative (GRI) Standards, which are grounded in the concept of double materiality. We also mapped relevant indicators using SASB standards and conducted benchmarking against peer financial institutions.

In determining material issues, we considered the perspectives and expectations of external stakeholders, informed by input from internal departments. This assessment allowed us to identify critical ESG issues that could affect our business performance, financial position, reputation, and long-term value creation, while also considering their potential impacts on society and the environment over short and long terms. These issues cover a wide range of ESG elements essential to the sustainability of our operations.

Identification

CABS conducted an internal sustainability materiality assessment by identifying topics relevant while benchmarking with other companies in our industry.

Prioritisation

Identified topics are ranked as material topics based on their significance to the business and stakeholders' interests by management from all departments.

Validation

The executives validate and approve the final topics by assessing the consistency of the topics with the business activities.

Matrix Generation

These topics are plotted as a matrix showing their importance to the Society and stakeholders.

Materiality Matrix

The identified topics were categorised into ESG as presented below:

Economic



Topics that cover the flow of capital among different stakeholders, and the main economic impacts of the business.

- Tax
- Financial Performance
- Fair Competitive Practices
- Sustainable Investments and Deal Structuring
- Financial Access and Inclusion
- Green Finance
- Transaction Processing Time
- Business Model Resilience
- Financial Crime
- Climate Finance
- Procurement
- Financial Performance
- Economic Value Generated

Environment



Topics that cover the effects of our operations on both living and non-living elements of the ecosystem.

- Water Monitoring
- Waste Management
- Energy Efficiency
- Greenhouse Gas Emissions
- Climate Action

Social



Topics that cover the impacts on the communities, societies, and individuals affected by our activities.

- Diversity and Inclusion
- Human Rights
- Employment
- Employee Relations
- Collective Bargaining Agreements
- Occupational Health and Safety
- Training
- Local Communities
- Corporate Social Responsibility

Governance



Topics that cover the effects on the system of practices, and processes that guide and govern our operations.

- Business Ethics and Compliance
- Anti-corruption
- Cybersecurity and Privacy Protection
- Legal and Regulatory Environment
- Enriching Customer Experience
- Innovation and Digitalisation

Materiality Matrix

To gain a deeper understanding of the Society's needs and those of our stakeholders, we conducted an internal and external materiality assessment to determine the most significant sustainability material topics. This process enabled us to align the Society's overall objectives with stakeholder priorities by identifying issues that are highly valued by our stakeholders and partners.

Importance to Society - These are matters that can influence stakeholders' decisions regarding CABS's financial services due to their effects on society and the environment.

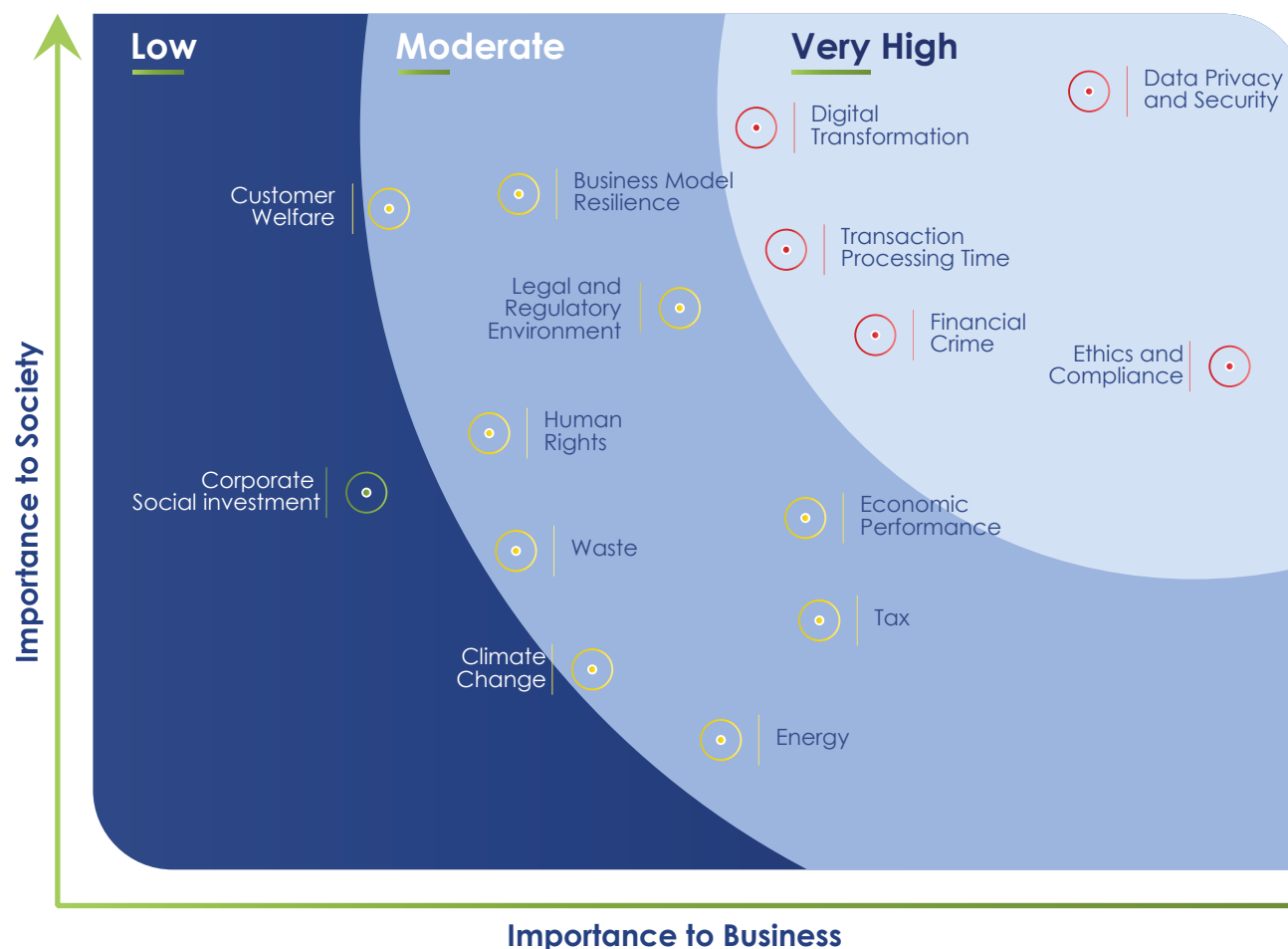
Importance to CABS - These are matters that have the potential to impact CABS's operations, financial performance, access to capital and business opportunities.

Classification	Significance
Very High	Topics with potential significant risks and opportunities for both CABS and stakeholders.
Moderate	Topics where action is taken to manage potential risks and opportunities.
Low	Topics whose impact is under management control with negative impacts considered minimal.

We identified the following topics as the most material:

- Data Privacy and Security
- Ethics and Compliance
- Financial Crime

Below is our 2025 materiality matrix presenting outcomes of the assessment:





SUSTAINABLE BANKING SOLUTIONS



Green Finance

Sustainable Investments and Deal Structuring

Financial Crime

Innovation and Digitalisation Solutions

Financial Access and Inclusion

Transaction Processing Time

Fair Competitive Practices

Enriching our Customer Centric Experience

50

51

52

54

55

57

58

59

6

FACTSHEET



Our sustainable banking solutions focus on supporting green finance, responsible investments and strong financial crime controls while driving innovation and digitalisation. We prioritize expanding financial access, improving transaction efficiency, and ensuring our services promote long-term environmental and social value.

Green Finance	Establishment of credit partners on solar energy products is underway.
Financial Crime	100% employee AML/CTF training achieved.
Innovation and Digitalisation Solutions	213,768 Active mobile banking users.
Financial Access and Inclusion	Portfolio in Agriculture grew from 28.85% in 2024 to 29.19% in 2025.
Transaction Processing Time	Reduction in average turn around times for key transaction types.
SDG's	08 DECENT WORK AND ECONOMIC GROWTH 09 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Green Finance

As a building society committed to improving the wellbeing of our members and the communities we serve, we recognise that sustainable housing and responsible lending are essential to long term social and economic resilience. By supporting projects aligned with recognised green building standards and solar energy initiatives through credit partners, we contribute to national climate and energy goals and strengthen asset resilience against transition risks. To safeguard integrity, we address risks such as greenwashing, affordability barriers, technology underperformance, supply-chain issues and physical climate vulnerabilities.

Green Financing Value Chain



Pillar 1 - Sustainable Housing and Affordability

- Financing Green-certified Homes.
- Energy and water savings for households.
- Lower utility costs and improved long-term affordability.

Pillar 2 - Risk Mitigation and Asset Resilience

- Third-party green certification and energy audits.
- Transition and Physical Climate Risk Screening.
- Controls of technology and supply-chain vulnerabilities.
- Safeguards for moderate-income borrowers.

Pillar 3 - Governance and Policies

- Green Financing Policy aligned with international standards.
- Integrated Credit Risk Policy with sustainability considerations.
- Environmental and Social Risk Management framework.

Our evaluation system is summarised below:

Goals	- Establish a credible green housing finance program aligned with international standards and national policy. - Expand access to renewable energy products through partnerships.
Targets	- Finance at least 500 renewable energy loans by FY2026. - Finance at least 20 energy-efficient home loans cumulatively by FY2027.
KPIs	- Number and value of Green Mortgages. - Number and value of renewable energy loans.
Assessment and Progress	- Initial implementation indicates credit partners interest and borrower demand for preferential pricing. - Still in the process of developing green mortgage products. - Establishment of credit partners on solar energy products is underway.

Sustainable Investments and Deal Structuring

CABS continues to advance responsible investing and financing by mobilising capital towards productive and economically strategic sectors, strengthening governance and disclosure standards among issuers, and promoting long term, sustainable funding structures that enhance financial resilience and reduce refinancing risks. These activities support economic growth, infrastructure development and employment creation, while improving market transparency and investor confidence. The Society identifies further opportunities to expand sustainable, green and transition financing; enhance the integration of environmental and social considerations into capital

allocation; and develop innovative financing solutions, including sustainability linked and thematic instruments.

All financing and investment proposals undergo ESG risk assessment, with high risk activities excluded and risk mitigating conditions applied where improvement is possible. Approved projects are monitored for compliance, and any deviations prompt corrective action, client engagement or withdrawal of support. CABS collaborates with clients, regulators and community stakeholders on remediation measures that restore environmental or social conditions.



Policies

- Responsible Investment Policy
- Due Diligence Policy
- Exclusion Policy

Evaluation System

- Internal monitoring and periodic internal & external audits track ESG compliance.
- Performance tracking and reporting.

**Policies**

- CABS Compliance Policy.
- CABS AML/CFT/CPF and Sanctions Policy.
- CABS Compliance Manual

Financial Crime

Financial crime remains a material risk for CABS due to its potential to undermine financial stability, erode stakeholder confidence, and result in significant regulatory sanctions. Over the reporting period, the Society recorded a decline in incidents related to financial crime, money laundering, and exchange control violations, a trend largely attributed to the stabilisation of the local currency, which curtailed speculative behaviour among customers. This is evidenced by a reduction in freeze and unfreeze directives issued by the Financial Intelligence Unit (FIU). This improvement reduced the risk of adverse outcomes such as loss of income, regulatory penalties, corrective orders, fines, imprisonment, and potential loss of trading licences. As a provider of mortgage finance, corporate and retail lending, deposit-taking, and investment services, CABS

remains inherently exposed to financial crime risks, as its products and channels may be exploited for illicit activities.

The high proportion of self employed customers operating unregistered or semi formal businesses blurs the distinction between formal and informal sector participants, complicating effective customer segmentation and risk profiling. In response, the Society applies a robust risk based approach to financial crime management, incorporating enhanced transaction monitoring, strengthened customer identification and verification processes, and comprehensive customer risk rating to ensure proportionate due diligence while supporting strategic objectives and long term financial stability.

Financial Crime Risk



Customer Identification (KYC)



Customer Risk Rating



Transaction Monitoring



Regulatory Reporting & Controls

WE'LL HELP YOU GET THERE

52

CABS Sustainability Report 2025

Financial Crime

CABS strengthened its risk management and mitigation framework in line with the Reserve Bank of Zimbabwe's (RBZ) risk based supervision approach through targeted systems and process enhancements. During the period, the Society upgraded its automated compliance tools to streamline the customer onboarding process, enabling comprehensive screening of all customers against sanctions lists, Politically Exposed Persons (PEP) databases, and adverse media, as well as real time transaction monitoring to proactively mitigate compliance risks and reinforce its commitment to combating financial crime. In July 2025, the Society further enhanced its control environment through the implementation of an

upgraded document management system, which introduced significant improvements to Know Your Customer (KYC) processes and overall operational efficiency. This was followed by the upgrade of the core banking system, which went live on 06 October 2025, delivering a modernised user and customer experience through streamlined critical processes, enhanced transaction handling, and improved system responsiveness. Further, the transaction monitoring system was upgraded, including the refinement of monitoring rules to ensure continued alignment with regulatory expectations and emerging financial crime risk typologies, as detailed in the preceding sections.

Monitoring System	- Centralised risk and compliance system used by Risk and Compliance Officers. - Tracking of financial crime risk exposures.
Goals	- Zero tolerance for deliberate non compliance. - Full compliance with AML/CFT guidelines. - Effective customer due diligence (KYC vetting). - Timely submission of regulatory returns. - Sanctions screening for incoming and outgoing foreign payments.
Targets	- Zero regulatory fines. 100% AML/CFT employee training completion. 0% late identification of PEPs and high risk clients.
KPIs	- Number of regulatory fines (AML/CFT). - AML/CFT employee training completion rate. - Number of PEPs and high risk clients not identified within regulatory timeframes.
Progress	- There were no regulatory penalties related to financial crime. 100% employee AML/CFT training achieved. - No late identification of PEPs or high risk clients. - Ongoing monitoring of emerging financial crime risks.



Innovation and Digitalisation Solutions

Our innovation and digitalisation efforts continue to enhance customer experience and operational performance by expanding convenient, always on digital channels and automating key processes to improve service availability and reduce turnaround times. Digitisation enabled greater operational efficiency, lowered operating costs by reducing manual and paper based processes, and improved access to data for faster and more informed decision making. These advancements supported increased financial inclusion through digital onboarding and remote access, while enabling the rollout of innovative digital products and services and contributing to a reduced environmental footprint.

CABS continues to strengthen its digital transformation journey through structured rollout practices and continuous platform improvements designed to enhance service reliability and user experience. Phased deployments, user acceptance testing and controlled pilot launches are used to ensure stable and seamless introduction of new digital capabilities. Strong vendor due diligence and disciplined service level management support consistent system performance and timely delivery of enhancements. The Society refines its digital services through incident management, root cause analysis and ongoing process improvements, ensuring that disruptions are resolved efficiently and customer support remains responsive. Continuous

enhancement of mobile and internet banking platforms, expansion of self service options, automation of internal processes and the active use of customer feedback all contribute to more intuitive, efficient and accessible digital experiences for clients.

Channel	Active Users
Mobile Banking	213,768
Internet Banking	13,639

POLICIES

- Digital Banking Strategy.
- Information Security and Cybersecurity.
- Data Protection and Privacy.
- Vendor and Third-Party Risk Management.
- Business Continuity and Disaster Recovery.

COMMITMENTS

- Deliver secure, reliable, and customer-centric digital services.
- Drive responsible and inclusive digital innovation.
- Protect customer data and ensure regulatory compliance.
- Continuously improve digital platforms and customer experience.

Our evaluation system is summarised below:

Monitoring System	• System performance monitoring and reporting. • Internal audits and IT risk assessments. • Vendor performance and SLA reviews.
Goals	• Increase digital adoption and customer satisfaction. • Improve platform stability and service availability. • Reduce manual processing and operational risk.
Targets	• Increase in customer onboarding on digital channels. • Growth in active digital users. • Improved uptime and reduced incident frequency. • Faster turnaround times for digital services.
KPIs	• Number of customers onboarding on digital channels. • Digital channel uptime and availability. • Number of active mobile and internet banking users. • Transaction success rates. • Customer satisfaction and complaint resolution metrics.
Progress and Assessment	• Improved system stability and service reliability. • Increased usage and adoption of digital channels. • Faster issue detection and resolution.

Financial Access and Inclusion

CABS remains committed to empowering underserved communities by expanding financial access, improving financial literacy, and designing products that meet diverse customer needs. Through targeted programmes, innovative digital solutions, and inclusive financial products, we continue to drive meaningful socio-economic impact across the country.

The following table summarises our key actions and impacts related to financial access and inclusion:

Focus Area	Key Actions	Outcomes / Impacts
Reducing barriers to access	- Expanded digital platforms. - Reduced entry barriers and transaction costs.	More people able to access essential financial services.
Financial Literacy Development	Delivered targeted financial education programmes.	Improved financial literacy and informed financial decision making.
Growth in Underserved Markets	Outreach to previously underserved sectors.	- Increased customer numbers and a more diversified customer base. - New job opportunities created.
Tailored Financial Products	- Specialised loans for women led businesses. - Products designed for seasonal/irregular income groups.	Stimulated economic growth and increased market reach.
Risk and Customer Protection Measures	- Seasonal income risk assessments. - Regular financial training to prevent over indebtedness financial crime.	Improved customer protection and responsible lending.
System Improvements and Accessibility	Delivered targeted financial education programmes.	Greater accessibility, efficiency and improved service delivery.



Financial Access and Inclusion

Loan disbursements for underrepresented groups during the reporting period:

	2025			2024		
	Value of Loans (US\$)	Value of Loans (ZWG)	Number of Clients	Value of Loans (US\$)	Value of Loans (ZWG)	Number of Clients
Elderly	3,862,487	17,158,814	13,888	1,947,497	5,448,138	1,928
SMEs	40,320,896.15	10,756,481.01	204	24,614,619	8,855,974	186
Women-led Businesses	5,241,389	0	33	2,124,269.18	-	21
Youth	20,900,959	86,498,711	44,176	740,821	24,624,320	13,649

Percentage of the Portfolio for business lines by specific sector:

	(%) FY2025	(%) FY2024	(%) FY2023
Agriculture	29.19	28.85	33.7
Private/Individuals	23.72	21.52	13.84
Distribution	4.22	10.27	5.71
Mortgage	11.86	9.29	7.72
Manufacturing	4.40	8.32	6.82
Energy	4.46	7.57	16.56
Mining	11.91	6.5	10.19
Services	1.61	2.16	2.96
Communications	4.35	1.83	-
Transport	2.44	1.58	2.03
Financial and Investments	0.59	1.36	0.47
Financial Organisations	0.82	0.61	-
Construction	0.44	0.12	-



Transaction Processing Time

Optimising transaction processing time has become a key driver of service excellence, contributing to faster handling of deposits, withdrawals, and loan applications, which in turn strengthens customer satisfaction, loyalty, and overall confidence in the institution. These improvements enhance operational efficiency by reducing bottlenecks through streamlined workflows and digital platforms, supporting compliance with regulatory service level expectations. Further gains are expected through increased automation and digitisation, which can improve data accuracy, minimise errors, and boost competitiveness as higher transaction volumes are processed more reliably. Despite these benefits, challenges such as system downtime, peak period delays, and extended loan approval timelines can increase employee workload and negatively affect customer perceptions. If not effectively managed, these issues may escalate into reputational risk, potential regulatory scrutiny, and customer migration to competitors offering faster, more consistent services.

Key Policies and Commitments



- Service Level Agreements (SLAs) for transaction turnaround times.
- Operational Risk Management Policy.
- ICT and Digital Banking Policy.
- Customer Service and Complaints Handling Policy.
- Timely, accurate and secure transaction processing.
- Continuous improvement and technology upgrades
- Regulatory compliance and customer centric delivery.

Mitigation and Improvement Actions

- Investment in digital platforms and core system upgrades.
- Process re-engineering to eliminate manual tasks.
- Employee training in efficiency and systems.
- Capacity planning for peak periods.
- Root cause analysis and corrective actions.
- System monitoring and rapid outage resolution.
- Escalation processes for delays and complaints.
- Customer communication during disruptions.
- Expansion of mobile and online channels.
- Automation of routine processes.
- Performance incentives are tied to service standards.

Our evaluation system is summarised below:

Monitoring System	• Internal operational performance reviews. • Internal audits and ICT audits. • Customer feedback analysis and complaints monitoring. • System uptime and transaction turnaround reporting.
Goals	• To improve overall transaction turnaround times across all service channels. • To enhance customer satisfaction and service reliability.
Targets	• Reduce average transaction processing time by a defined percentage year-on-year. • Achieve SLA compliance levels above agreed internal thresholds.
KPIs	• Average transaction processing time. • Percentage of transactions processed within SLA. • Number of customer complaints related to delays. • System uptime and availability.
Progress	• Measurable improvements in processing efficiency, reduced customer complaints, and improved service reliability. • Digital channel adoption significantly reduced reliance on manual processing. • Increased proportion of transactions processed digitally. • Improved SLA compliance compared to prior periods. • Reduction in average turnaround times for key transaction types.

Fair Competitive Practices

The Society recognises that competitive practices influence customer outcomes, partner behaviour, and overall market conduct. These effects may arise from product design, pricing decisions, marketing activities, and interactions with intermediaries such as brokers, dealers, and valuers. We understand that activities carried out by third parties can be directly linked to its operations, especially where sales practices, disclosures, or advisory services shape how customers experience its products. This awareness drives the need for strong oversight, clear expectations, and consistent governance across the value chain.



Key policies include:

- Maadili Charter
- Financial Disclosure Policy
- Dealers' Code of Conduct and Mandate
- Product Approval & Monitoring Risk Policy

The Society conducts structured product assessments, monitors customer outcome risks, and maintains active supervision of intermediaries through due diligence, mandate reviews, and regular performance monitoring. Training, ethical marketing standards, and whistleblowing mechanisms further help embed good practice across staff and external partners. We work to reinforce strong market conduct by continually reviewing controls and integrating lessons from complaints, audits, monitoring activities, and stakeholder feedback.

Goals

- Uphold fair, ethical, and transparent competitive practices.
- Maintain compliance with competition-law requirements and internal governance standards.
- Strengthen transparency in pricing, disclosures, and product features.
- Ensure effective oversight of brokers, dealers, valuers, and other intermediaries.

KPIs

- Volume and severity of audit findings related to competitive behaviour.
- Trends in complaints linked to pricing clarity, disclosures, or sales conduct.
- Completion rates for product reviews, pricing assessments, and governance checks.
- Broker and dealer compliance with mandates and the Dealers' Code of Conduct.
- Staff training completion rates for competition law, ethical conduct, and fair lending standards.
- Number and resolution rate of whistleblowing reports.

Progress

- Product lifecycle reviews and monitoring activities largely completed as scheduled.
- Improved clarity of customer communications reflected in stable or declining complaint trends.
- Enhanced oversight of intermediaries through improved monitoring and updated mandates.
- Completion rates for staff training and refreshed training modules to address identified gaps.

Enriching our Customer Centric Experience

CABS contributes positively to customer welfare by promoting financial inclusion through accessible loan products, simplified account options, and digital or agent-assisted channels that reduce geographic and physical barriers. These efforts are complemented by transparent lending practices, responsive support systems, financial literacy programs, and initiatives that encourage responsible borrowing and savings, thereby strengthening community resilience. The Society invests in innovative digital solutions to improve service accessibility for vulnerable groups. However, customer welfare risks still arise, including occasional loan processing delays, the possibility of over indebtedness, economic pressures affecting repayment ability, and legal consequences linked to non repayment. Additional challenges include uniform pricing that does not consider income differences, limited product awareness due to weak communication systems, and digital literacy gaps particularly among older or rural customers. Further, some contractual terms may be difficult for customers to fully understand, and reliance on third party partners introduces risks related to operational delays, system inefficiencies, data privacy vulnerabilities, and service disruptions beyond CABS' direct control, all of which may affect overall customer experience and well being.

CABS is committed to promoting customer welfare through a strong Fair Lending Policy that ensures non discriminatory access to credit, supported by transparent and ethical customer care practices. The Society upholds customer dignity and financial well-being by enforcing zero tolerance for exploitative lending and offering loan restructuring options for distressed clients, alongside a clear grievance redress mechanism with defined turnaround times.

Monitoring System

- External customer satisfaction surveys and independent impact assessments.
- Feedback from customer forums integrated into policy updates.

Goals and Targets

- Achieve **95%** customer satisfaction rating by **FY2025**.
- Reduce loan default rate by **10%** year-on-year.
- Train **80%** of frontline employees on customer welfare policies by **Q3 FY2025**.

KPIs

- Customer satisfaction index.
- Loan default ratio.
- Number of resolved complaints within Service Level Agreements (SLA).

Progress

- Customer satisfaction improved from **88%** to **92%** in **FY2025**.
- Loan default rate reduced by **7%** compared to previous year.
- Non- Performing Loan at **0.89%** and loan write-offs at **0.00%** as of **31 August 2025**.

	Count
Total number of customers	797,313
Of which are private individuals (retail)	606,209
Of which are female	221,302
Of which are rural private individuals (retail)	168,807
Of which are rural female customers (retail)	61,666
Of which are companies	22,304
Number of low KYC accounts (Texta cash)	352,740
Of which are individual tobacco farmers	56,462
Of which are female individual tobacco farmers	14,590
Number of student accounts	9,104
Number of automated processes	26
Number of customer complaints	9

ENVIRONMENT AND CLIMATE

7



Water Monitoring 61

Waste Management 62

Energy Efficiency 63

Greenhouse Gas (GHG) Emissions 65

Climate Risk 67

Climate Action 69

WE'LL HELP YOU GET THERE

60

CABS Sustainability Report 2025

CABS
A MEMBER OF THE OLD MUTUAL GROUP

FACTSHEET



Our environmental stewardship efforts focus on responsible water use, effective waste management, improved energy efficiency, and transparent climate related disclosures. We actively reduce greenhouse gas emissions, advance climate finance, and take meaningful climate action to support a more sustainable future.

Water Monitoring	The Society installed flow meters for several branches.
Waste Management	Partnerships for e-waste collection led to recovery of 1 ton of devices.
Energy Efficiency	468,946 Kwh of solar energy generated in FY2025.
Climate Finance	Establishment of an ESG Steering Committee to deal with climate finance issues.
Climate Action	US\$989,524.27 renewable energy exposure.
SDG's	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION

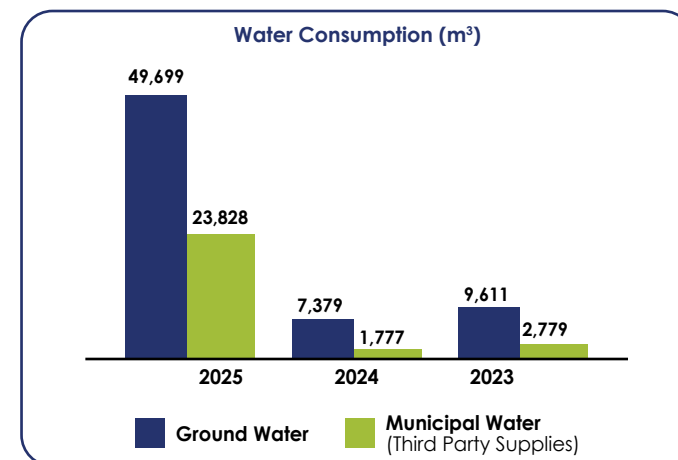
Water Monitoring

Goals	Reduce water consumption per employee.
Targets	Achieve a 20% reduction in water consumption.
KPIs	Percentage of reduction in water consumption.

CABS is dedicated to a comprehensive water management strategy that prioritises efficient water use while aligning with broader sustainability goals. The installation of water meter readers that have enabled us to track and monitor our water consumption which is now informing our strategy to reduce water consumption. The Society aims to promote water-efficient and sustainable projects while increasing the rollout of water-efficient fixtures and standards across all branches and offices. However, we recognise that our water consumption can be relatively high, especially in branches with higher foot traffic or during renovation projects. Further, the Society has limited control over water efficiency in leased premises, which can hinder efforts to achieve optimal water management.

Our initiatives to implement a wastewater remediation program at the head office and the rollout of water-efficient fixtures across all branches are underway. To ensure that these initiatives are effectively managed, we conduct quarterly internal audits of our water management practices, with results reported to the Sustainability Steering Committee. An annual external verification of water data by a third-party assurance provider is part of the strategy. Monthly KPI dashboards are reviewed by senior management to keep track of progress against established targets.

Our water consumption for the period under review was as follows:



Waste Management

CABS is committed to a sustainable waste management strategy that aligns with its goals of ensuring significant reduction in waste generated, maximised recycling rates, and responsible waste disposal practices.

The introduction of digital transformation initiatives has led to a 40% reduction in paper consumption. Moreover, a robust e-waste recycling partnership successfully diverted 85% of obsolete IT equipment from landfills, allowing the recovery of valuable metals and plastics. The implementation of waste segregation and recycling practices at the Head Office further enhanced our commitment to sustainability. However, paper waste generation from branches remains significant, and the increased pace of IT upgrades resulted in higher electronic waste levels. Reliance on third-party waste

service providers introduces variability in environmental standards, highlighting the need for consistent practices across all operational locations.

Through regular audits, ongoing monitoring, and active stakeholder engagement, we continuously assess and refine our waste management strategy to enhance its effectiveness and responsiveness to emerging risks and opportunities. These processes enable us to identify areas for improvement, strengthen compliance with regulatory requirements, and adopt best practices across our operations. As a result, we ensure sustained progress toward our sustainability goals while minimising environmental impacts and contributing positively to community well-being and environmental health.

During the year our goals, targets, key performance indicators (KPIs), and progress were as follows:

Targets	- Reduce paper waste by 30%. 100% responsible disposal of landfill waste. - Achieve a 50% reduction in paper waste per employee by 2026. - Ensure 95% of e-waste is recycled or reused by 2027. - Source 30% of office supplies from recycled materials by 2030.
KPIs	- Percentage of waste recycled. - Percentage reduction in paper consumption. - Volume of electronic waste properly disposed.
Progress	- Waste segregation expanded to Harare branches. - Continued monitoring shows gradual improvement in recycling rates. - Partnerships for e-waste collection led to recovery of 1 ton of devices. - Digital workflows updated IT Policy for e-waste guidelines.



40% reduction in paper consumption



**Recycled Waste (2025)
20,432 KGs**





ENVIRONMENT AND CLIMATE

WATER
MONITORING

WASTE
MANAGEMENT

ENERGY
EFFICIENCY

GREENHOUSE GAS
(GHG) EMISSIONS

CLIMATE RISK

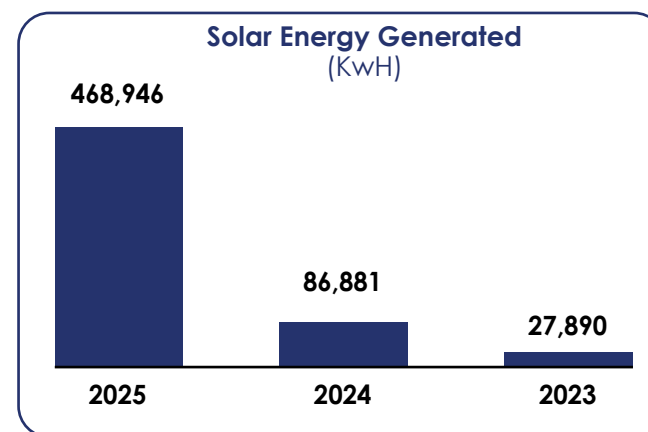
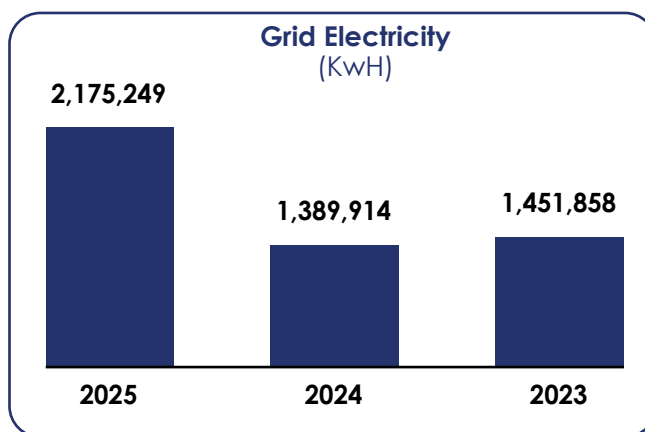
CLIMATE ACTION



Energy Efficiency

The Society's approach to energy management focuses on reducing reliance on carbon-intensive sources by increasing on-site solar generation, which now supplies part of its electricity needs and displaces grid-based power. The Society continues to promote digital banking, implement energy-efficiency measures, and encourage responsible energy use across its operations, while managing embedded energy in purchased raw materials and third-party logistics.

Our electricity consumption and solar power generated during the reporting period was as follows:



WE'LL HELP YOU GET THERE

63

CABS Sustainability Report 2025

Energy Efficiency

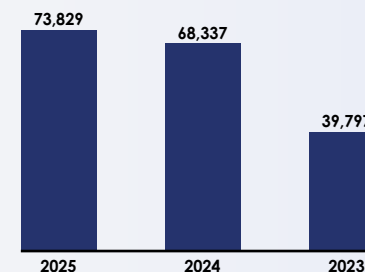


Our energy management system is summarised below:

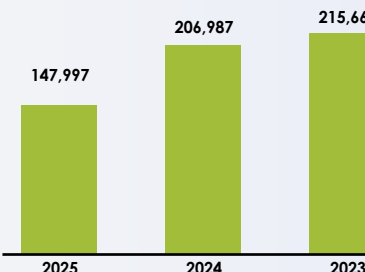
Policies	Energy-Efficiency Policy.
KPIs	- Scenario modelling of future capacity expansions to quantify anticipated energy demand and pre-emptively schedule efficiency upgrades. - Adopting energy-efficient technologies such as LED lighting, energy-saving equipment, and improved power-management systems. - Monitoring of energy usage is undertaken to identify efficiency opportunities and reduce wastage. - Digital banking and paperless processes, which reduce reliance on energy-intensive physical interactions. - Installation of solar systems in branches.
Progress	- Quarterly internal audits of the EnMS and GHG-inventory data, with results reported to the Sustainability Steering Committee. - Monthly KPI dashboards. - Annual external verification of GHG data by a third-party assurance provider.

Our petrol and diesel consumption for the period under review was as follows:

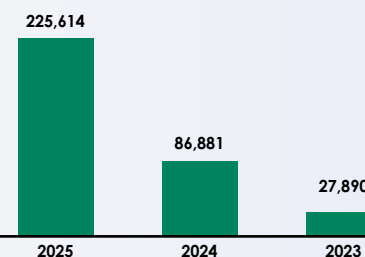
Mobile Petrol (litres)



Mobile Diesel (litres)



Generator Diesel (Litres)



Greenhouse Gas (GHG) Emissions

CABS's operations generate greenhouse gas emissions mainly from electricity consumption across branches, offices, ATMs, and data centres, as well as fuel use from company vehicles, backup generators, and business travel, with Scope 1 emissions from generators and vehicles accounting for a significant share of the

footprint and Scope 3 emissions from commuting, procurement, and mortgage financed homes also contributing. CABS has an impact on emissions through its lending and investment activities, including financing in carbon intensive sectors, while supporting mitigation through low carbon financing such as household solar

installations, a planned Green Home Loan product, and the future introduction of electric vehicles for the field sales fleet, with regulatory changes such as carbon taxes presenting potential cost and risk implications.

Policies

- GHG Emissions Management Policy.
- Energy Efficiency Policy.

Goals

- Strengthen governance and oversight of GHG emissions management.
- Ensure accuracy, completeness, and reliability of GHG emissions data.
- Drive continuous improvement in energy efficiency and emissions reduction.

Targets

- Reduce Scope 1 and Scope 2 GHG emissions by 20%.
- Achieve Carbon Neutrality by 2040.
- Annual publications of GHG emissions reports.

Monitoring System

- Quarterly internal audits of the Energy Management System (EnMS) and GHG inventory.
- Annual external verification of GHG data.
- Sustainability performance reports submitted to the Sustainability Steering Committee.

Progress

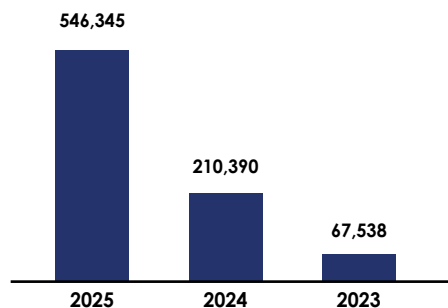
- Quarterly internal audits conducted and reported to the Sustainability Steering Committee.
- Annual external assurance completed, confirming accuracy and reliability of GHG data.
- Monthly KPI dashboards reviewed by senior management.
- Renewable electricity share increased during the reporting period.

Scope 1 and 2 emissions were calculated using the emission factors extracted from the Greenhouse Gas (GHG) Protocol to obtain the total emissions for all the scope categories. Petrol emission factors were adjusted downwards by a 5% margin to suit

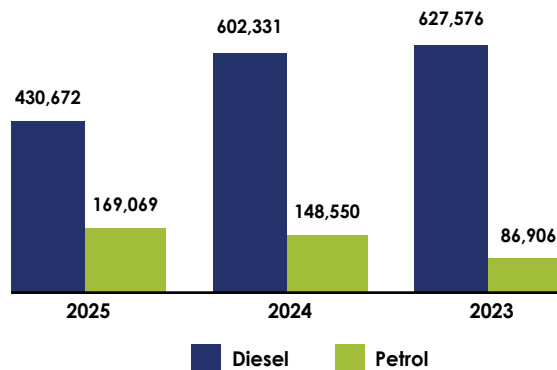
the blending ratio used in Zimbabwe. Emission factors for grid electricity were adjusted upwards by a margin of 10% to account for our energy mix, which for Zimbabwe mainly comprises thermal and hydro power.

Scope 1 and 2 emissions for the reporting period were as follows:

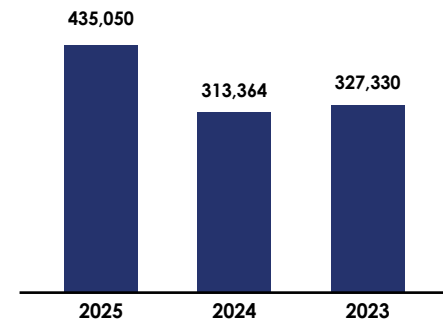
Scope 1 Diesel Generators
(Kg CO₂e/Litre)



Scope 1 Liquid Fuels Mobile
(Kg CO₂e/Litre)



Scope 2 Grid Electricity
(Kg CO₂e/kwh)



Climate Risk

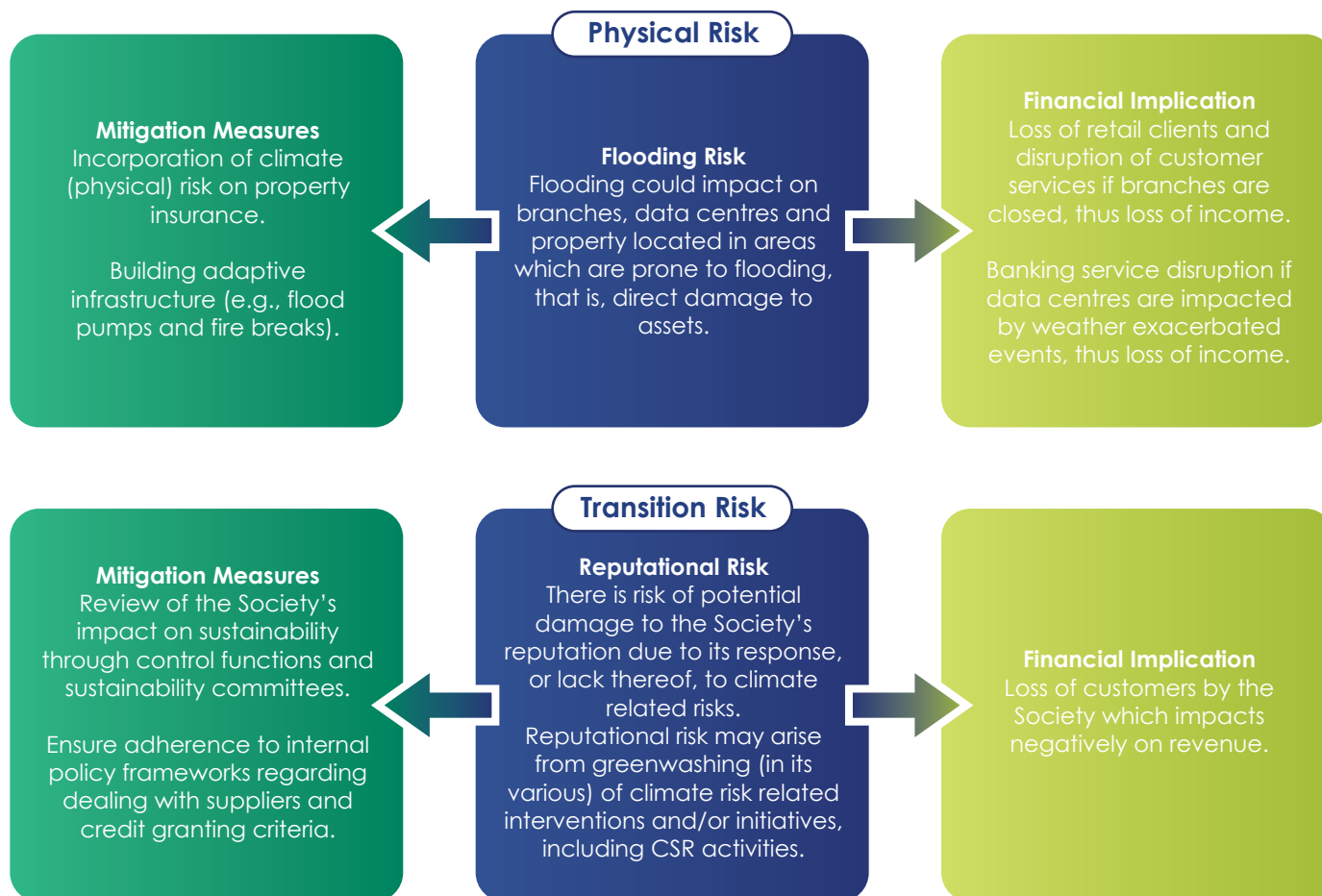
We recognise the pervasive nature of climate change and the current and potential impacts that it poses to the Society and its operations. Following the principles of our enterprise risk management framework, we systematically conduct risk identification and analysis related to climate change. This process enables us to develop effective mitigatory measures to address the risks posed by climate change, ensuring that we are prepared to navigate our challenges and safeguard our operations and stakeholders.

Physical Risks

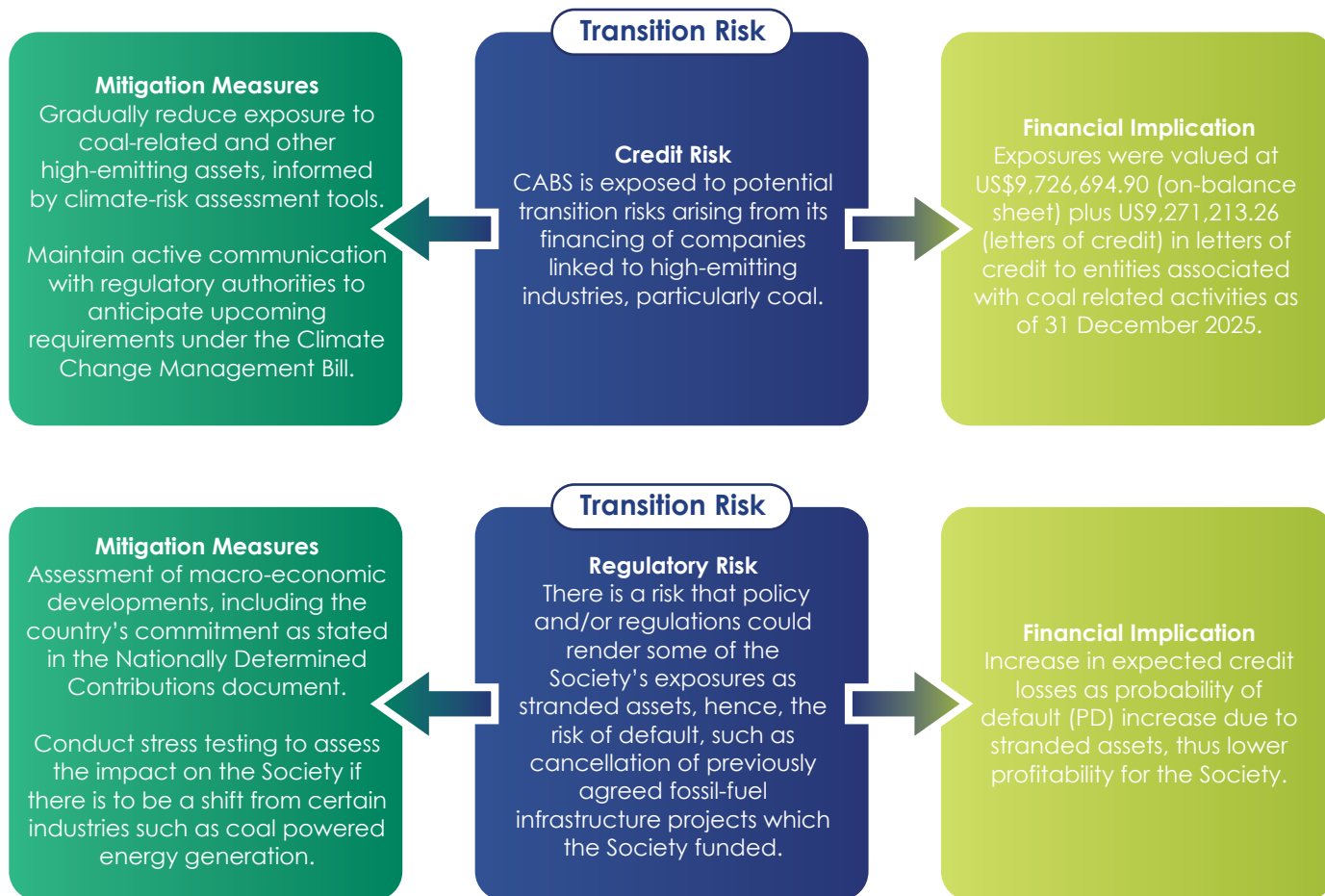
Arising from acute events (storms, floods, heatwaves) and chronic changes (temperature rise, water scarcity, sea level rise) that create operational, asset level and financial impacts.

Transition Risks

Arising from the transition to a low carbon economy policy, regulatory, technological, market and reputational changes.



Climate Risk (Continued)



Climate Action

CABS made significant strides in promoting renewable energy and enhancing climate resilience reflecting our dedication to driving positive environmental outcomes. We are exploring the development of green mortgage loans, further enhancing our focus on sustainable financial products and supporting environmentally friendly projects. CABS is positioned to expand its positive impact in the green finance sector. By integrating sustainability criteria into its lending practices, the Society aims to align its goals with broader global climate strategies. The potential to influence a low-carbon economy through responsible lending practices underscores CABS's commitment to promoting sustainability and building resilience within its community. However, we acknowledge the exposure we have to companies involved in high-emitting industries, especially coal. Further, erratic power supply issues necessitate relying on fossil fuel-powered generators at some branches, contributing to higher carbon emissions.

As the we enhance our internal capabilities to manage these risks, we face potential levies due to regulatory changes, particularly concerning coal-related financing adding financial pressure and complexity to our operations. The potential for increased scrutiny under the Climate Change Management Bill could pose significant challenges, including possible financial penalties for contributing to climate change through certain funding practices. Our Climate Risk Policy, Credit Risk Management Policy, and Environmental Social Governance (ESG) Policy form the backbone of the Society's approach to sustainability. We aim for a net-zero greenhouse gas emissions by 2050, aligning our lending practices with global climate goals. By December 31, 2026, the Society plans to integrate ESG principles into its lending decisions and actively engage with stakeholders to foster collective action on climate change. Further, ongoing

investments in green technologies and transparency in reporting climate-related initiatives reflect CABS's dedication to environmental accountability.

CABS requires annual ESG assessments for corporate borrowers and mandates detailed ESG Due Diligence Reports for third-party service providers involved in high-risk activities. These measures ensure rigorous oversight of compliance with sustainability standards. Periodic audits of the credit portfolio and the ongoing documentation of climate risk management strategies help in assessing the efficacy of these initiatives. We are focused on enhancing climate change capacity-building efforts and incorporating training programs for employees in climate risk management.

Positive Impacts

Renewable Energy Exposure	US\$989,524.27
Green Mortgage Loans	Under development

Negative Impacts

Coal-related Exposures	US\$9,726,694.90 (on-balance sheet)
Letters of Credit	US\$9,271,213.26
Upstream Mining Exposure	US\$15,683,845.64

12 Branches

The Society reduced emissions through solar powered ATMs.

6 Branches

Solar installations.



OUR PEOPLE

8



Employee Management Strategies 71

Who We Are: Growing Together 74

Freedom of Association and Collective Bargaining 75

Occupational Health and Safety (OHS) 76

Training, Awareness and CABS Culture 78

Life After Employment 79

WE'LL HELP YOU GET THERE

70

CABS Sustainability Report 2025

CABS
A MEMBER OF THE  OLD MUTUAL GROUP

FACTSHEET



Our people strategy focuses on strong employee management, a culture of growth, and the protection of workers' rights through freedom of association and collective bargaining. We prioritise occupational health and safety, continuous training and awareness, and support for employees even beyond their active employment.

Employee Management Strategies	46% of total headcount is females.
Collective Bargaining Agreements	168 employees under CBA.
Who we are: Growing together	Both males and females are entitled to parental leave.
Occupational Health and Safety	No recordable fatalities for 2025.
Training, Awareness and CABS Culture	56 average female training hours per year.
SDG's	 

Employee Management Strategies

Our human capital management approach focuses on cultivating a culture supported by strong investment in our employees, a commitment to employee safety, and a work environment that embraces diversity and inclusion. We continue to strengthen our internal culture through well structured goals and strategies that promote employee growth and organisational alignment. However, we recognise ongoing challenges, including skills gaps, high turnover, and brain drain, alongside periods of high workload that may affect employee well being and work life balance.

Our human capital framework is reinforced by key governance instruments such as our ESG Policy, Recruitment Policy, and Code of Conduct, which collectively guide the development of a motivated, skilled, and ethically responsible employee base.

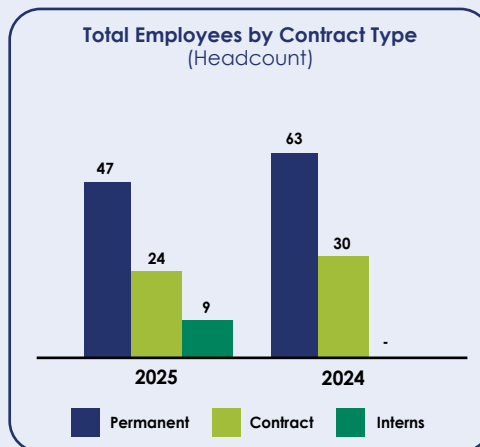
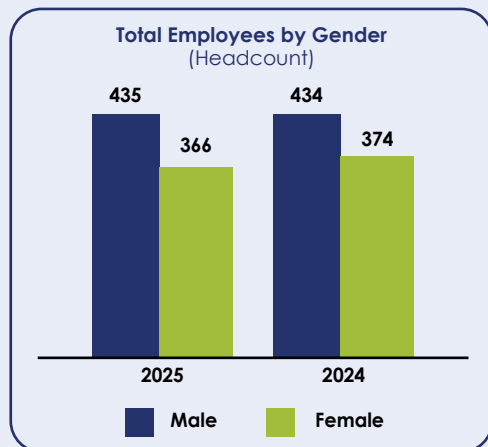
We continue to prioritise employee health, safety, and wellness while strengthening our training programs and enhancing risk control measures to support sustained performance. Targeted initiatives including workload versus wellbeing support, skills gap remediation, employee retention programmes, and ongoing culture building efforts ensure that our people remain engaged and empowered. Further, our commitment to digital upliftment enables employees to adapt to evolving technologies and maintain operational excellence in a rapidly changing environment.

Our evaluation system is summarised below:

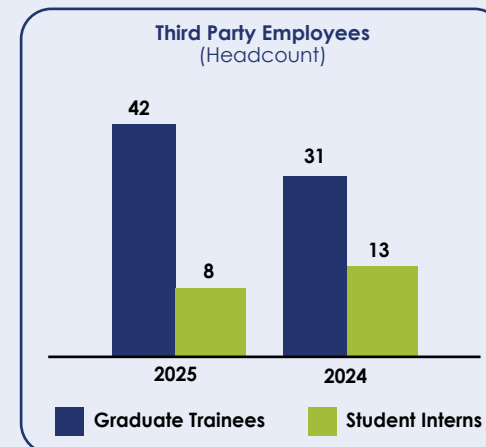
Monitoring System	- Human capital audits. - Employee surveys.
Goals	- Advance digital skills programs. - Ensure ESG training across all Business Units.
Targets	Achieve 100% HR policies and laws compliance.
KPIs	- Training hours per employee. - Employee engagement and satisfaction scores.
Progress and Assessment	- Employee wellness improved. - Automation improved.

Employee Management Strategies

Employees for the period under review were as follows:



Third party employees for the reporting period were as follows:

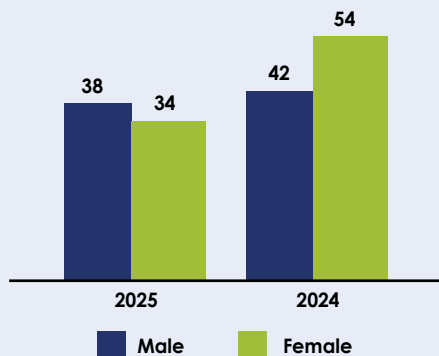


Employee Management Strategies

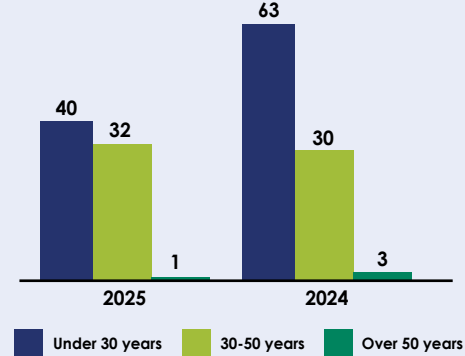
Employees movement for the period under review were as follows:

Turnover increased due to transferring employees from CABS cost centre to their designated cost centres within the OMZIL Group, thereby enhancing financial accuracy and operational efficiency.

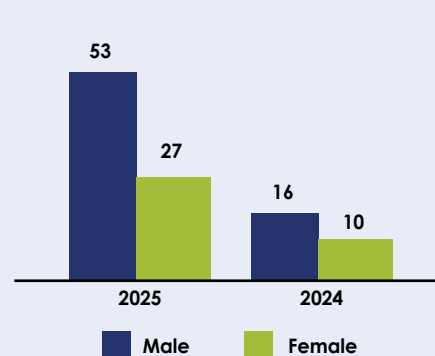
Recruitment by Gender
(Headcount)



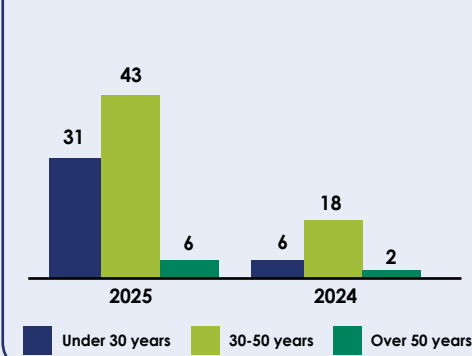
Recruitment by Age
(Headcount)



Employee Turnover by Gender
(Headcount)



Employees Turnover by Age
(Headcount)



Who We Are: Growing Together

We recognise that effective employee relations are critical to maintaining a harmonious workplace, enhancing employee engagement, and ensuring compliance with regulatory requirements. The Society ensures compliance with labour laws and CBAs, offering fair wages and benefits to its employees. Structured grievance handling and dispute resolution mechanisms were implemented, contributing to improved employee engagement and retention. Consequently, these efforts led to an enhanced employer reputation, further solidifying CABS's position as a desirable place to work. Despite the achievements, delays in resolving grievances can be a point of contention, as can the limited flexibility posed by rigid labour frameworks. Further, there is a risk of industrial action if negotiations fail, which could disrupt operations. Potential negative impacts include the risk of dissatisfaction stemming from insufficient communication during organisational changes. This lack of transparency can result in misunderstandings and morale issues, ultimately impacting employee engagement.

CABS maintains a robust framework for labour relations through its Code of Conduct and CBAs. The Society is committed to ensuring compliance with all labour regulations while promoting fair treatment and safe working conditions for its workforce. These policies are crucial for maintaining stability and trust within the Society. We conduct regular audits to ensure compliance with labour laws and engage actively with unions to identify and address issues before they escalate. CABS adjusts operational plans to meet the terms agreed upon during negotiations, demonstrating a commitment to fulfilling its obligations.

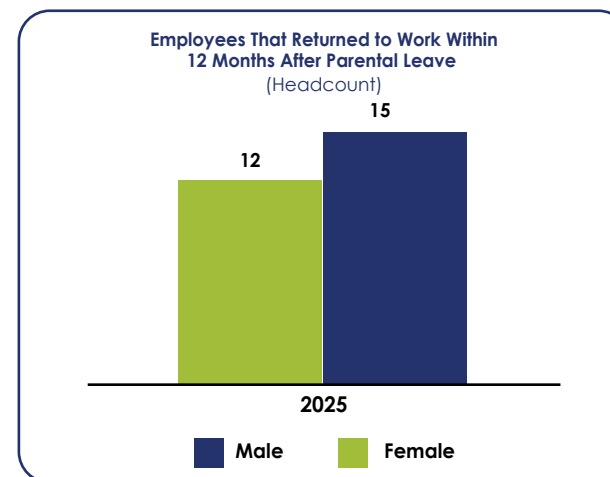
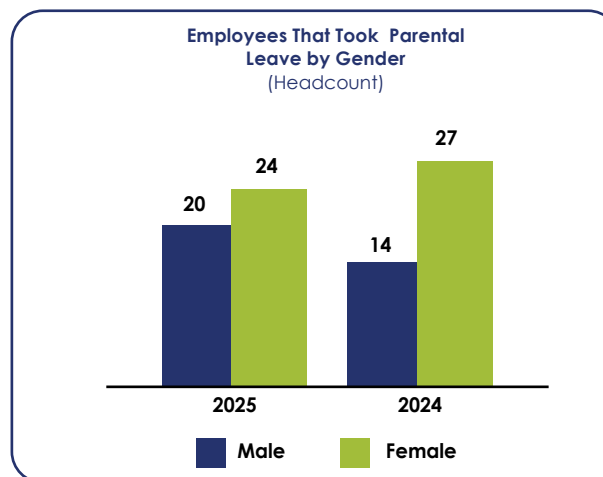
Parental Leave

In a commitment to supporting work-life balance and prioritising the well-being of our employees and their families, the Society offer parental leave to all employees.

During the year our goals, targets, key performance indicators (KPIs), and progress were as follows:

Goals	- Achieve zero negative industrial actions. - Ensure 100% compliance with labour laws.
Targets	- Timely resolutions for all grievances. - Maintain employee satisfaction above average.
KPIs	- Number of disputes resolved. - Engagement scores.
Progress	- Improved union-management relations have been observed. - Early engagement in negotiations is reducing negotiation time.

Employees that took parental leave within the reporting period were as follows:



Freedom of Association and Collective Bargaining

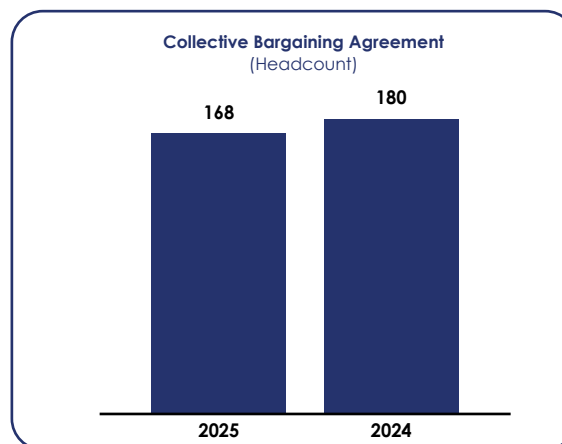
We recognise the significance of maintaining a robust industrial relations framework, which is crucial for fostering a positive workplace environment. Our current policies, rooted in the Zimbabwe Labour laws, underscore our commitment to ensuring fair wages and benefits for our employees. We actively promote structured dispute resolution methods, which enhance industrial harmony and create space for meaningful employee engagement and trust. Despite the positive impacts, we acknowledge that limited flexibility in operations is a concern, as is the possibility of delays in implementing urgent changes that may be necessary for business continuity. Prolonged negotiation cycles can further result in delayed salary adjustments, and such bargaining delays may inadvertently create tension within the Society.

Regular communication with union representatives is essential to avoid misunderstandings, and we remain committed to fostering continuous dialogues with unions to ensure that we address issues collaboratively. We actively manage and advocate for continuous improvement within our workplace. Training our management teams on labour relations best practices is crucial for fostering effective communication and relationships with our employees. Our commitment to timely negotiations and maintaining above-average employee satisfaction scores is reflected in our tracking of key performance indicators, such as the number of industrial relations issues recorded, negotiation cycle time, and employee engagement scores. The effectiveness of our actions is evident, as agreements have contributed to ongoing industrial peace and compliance with CBA terms allowed us to stay aligned with our employees' needs.

During the year, our goals, targets, KPIs and progress were as follows:

Goals	0% negative industrial actions annually. 100% compliance with CBA terms.
Targets	- Timely conclusion on negotiations. - Maintain above-average employee satisfaction scores.
KPIs	- Number of IR issues recorded. - Negotiation cycle time. - Employee engagement scores.
Progress	- Improved union-management relations. - Transparent communication builds trust. - Regular meetings with union representatives. - Employee feedback integrated into negotiation strategy.

Employees under CBA for the period under review were as follows:



Employees who are not covered by collective bargaining agreements have their working conditions and terms of employment determined by Company policies and individual employment contracts. However, these terms are generally aligned with the provisions of the collective bargaining agreements that cover unionised employees, to ensure internal equity and consistency across our employees.



Occupational Health and Safety (OHS)

Our Occupational Health and Safety (OHS) framework has effectively lowered incident rates and increased employee productivity by managing workplace hazards adeptly, acknowledging the risks associated with business operations for employees, visitors, contractors, and clients. We are dedicated to sustaining a safe and nurturing environment through continuous training, provision of safe workspaces, and necessary facilities to support the policy's implementation.

Occupational Health and Safety Management System

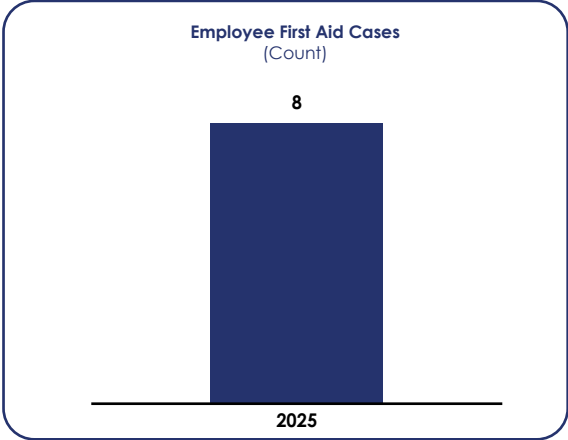
CABS's Occupational Health and Safety Management System is guided by Old Mutual Limited's Environmental, Health, and Safety Policy (2020) and our own CABS EHS Policy (2021). These policies demonstrate our commitment to identifying and managing hazards and risks effectively. Responsibilities are clearly outlined throughout the Society, ensuring collective involvement in preserving a safe and healthy work environment. CABS has established an OHS management system that complies with local laws and aligns with ISO 45001:2018 standards. This system is tailored to identify hazards and risks, implement necessary controls, and ensure a secure work environment for all employees. It is applicable across all Group companies, promoting a uniform and effective strategy for maintaining workplace safety and health.

Hazard Identification and Risk Assessment (HIRA)

Hazards in our operations are regularly identified through walk-through inspections and formal audits conducted throughout the year, including annual safety evaluations. Once hazards are recognised, necessary controls are implemented, following the hierarchy of controls with hazard elimination prioritised; personal protective equipment (PPE) is only used as a last resort. Employees are encouraged to report all incidents and near misses through incident reports, and periodic health surveys are conducted to evaluate occupational health concerns. Regular communications remind employees of the importance of hazard recognition and incident reporting. Each incident is investigated, and detailed reports outline causes, corrective actions, and recommendations for preventing future occurrences.

During the year, our goals, targets, KPIs and progress were as follows:

Goals	Zero Harm
Targets	Zero environmental, occupational health and safety incidents.
KPIs	- Number of occupational health and safety incidents. - Number of environmental damages.
Progress	- No recordable fatalities for the year 2025. - Minor injuries constitute majority of our incidents and accidents.



Occupational Health Services

We maintain an in-house medical facility that offers routine health checks for all employees. Medical records are routinely analysed to detect trends or recurring health issues, allowing prompt intervention. The facility is staffed by a full-time qualified nurse and a part-time medical doctor, who provide care during weekly scheduled visits. To further enhance employee welfare, we conduct health and safety surveys to collect feedback on OHS-related matters. Regular updates on OHS topics keep employees informed about trends, health concerns, and prevalent workplace issues, fostering a safe and supportive working environment.

Employee Training on Occupational Health and Safety

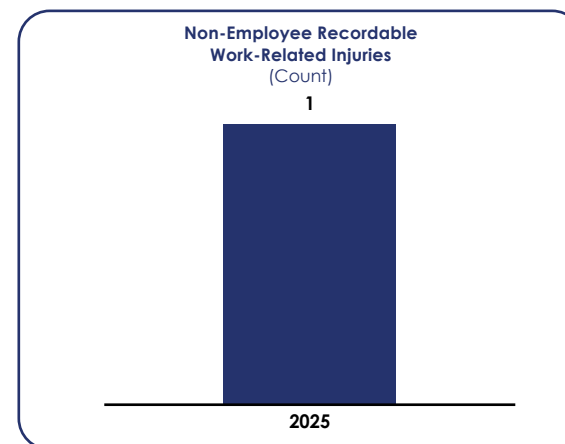
Health and Safety training is integral to the onboarding process for all new employees, equipping them with essential safety knowledge from their first day. Ongoing training programs include wellness champion training, first aid, and emergency response training. Employees are trained on relevant Standard Operating Procedures (SOPs), such as vehicle and driving safety, preparing them to address specific safety concerns in their roles. These

comprehensive training initiatives are vital in cultivating a safety culture, ensuring all employees understand their responsibilities and are capable of managing potential risks effectively.

Promotion of Employee Health

Our commitment to employee wellness extends beyond basic health and safety measures. We provide subsidised gym memberships to encourage active lifestyles. Acknowledging the impact of chronic conditions like diabetes and hypertension, we monitor health trends and support affected employees through support groups and relevant information sharing to aid in their health management. Regular departmental meetings occur bi-weekly to review safety progress and ensure a healthy working environment. Quarterly management review meetings evaluate our advancements towards zero harm, while internal audits uphold high safety standards and identify areas for enhancement. Our dedication to a safe and healthy workplace, along with diligent tracking of incidents via registers, inspections, audits, and reports, significantly reduced annual incidents, reinforcing our commitment to achieving zero injuries, zero environmental incidents, and zero work-related health incidents.

Non-employee work-related injuries were as follows:



Training, Awareness and CABS Culture

Human capital development within the Society is anchored in a culture that emphasises employee investment, safety, and diversity and inclusion. The Society remains committed to strengthening skills development, promoting an inclusive work environment, and balancing technological advancement with sustainable employee growth. However, CABS faces several challenges, including limited training hours, emerging skills gaps, and high levels of organisational job automation that continue to create skills mismatches. These issues are further intensified by brain drain, poor work life balance, and inequalities in access to loans and credit.



Policies

- Human Capital Policy on Diversity and Learning.

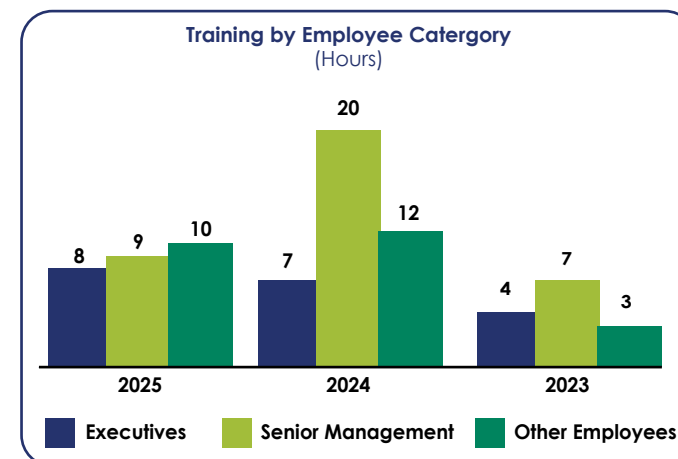
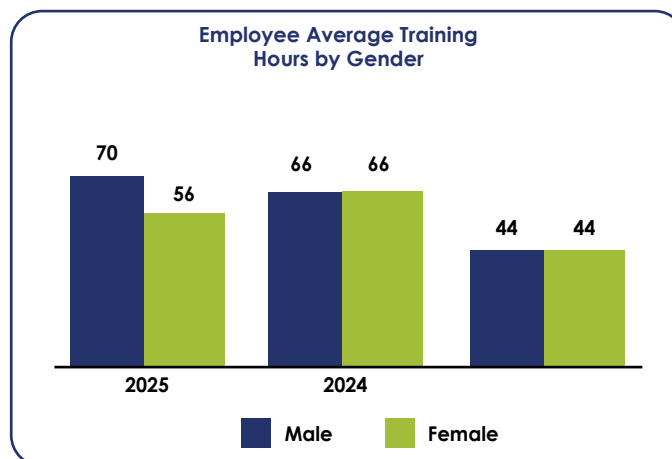
Employee Development Initiatives

- Financial literacy and mentorship programs.
- Employee retaining programs.
- Watch parties for modules where employees can interact & learn together.
- Expand education financing.

Our goals, KPIs and Assessment for the period under review was as follows:

Goals	• Increase training hours.
KPIs	• Training Hours.
Assessment	• Employee and customer feedback mechanisms informed training priorities, service capability improvements, and highlighted the need for increased training hours and continuous learning as essential enablers of sustainable human capital development.

Employee training hours for the reporting period were as follows:

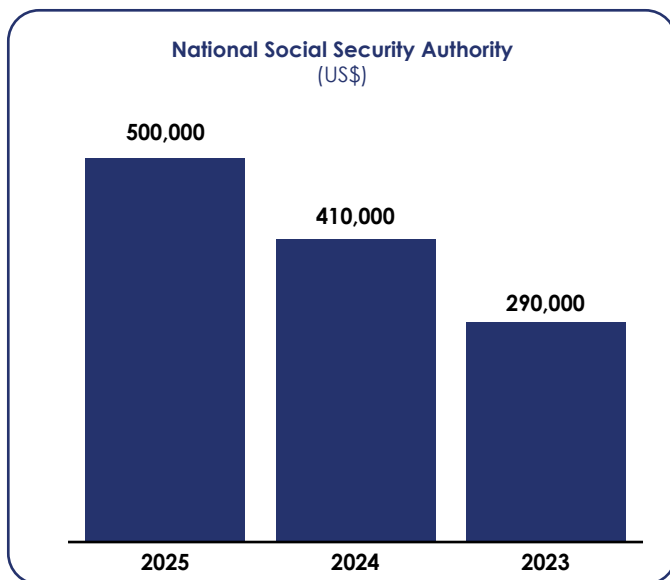


Life After Employment

Pension funds, particularly those administered through CABS, are instrumental in providing financial security for employees in retirement. By supporting employee welfare with contributions to the National Social Security Authority (NSSA) pension scheme, the Society helps ensure a dependable income for retirees, reducing concerns about everyday living costs and fostering greater peace of mind.

The risk sharing features of pension funds managed by CABS lower individual financial exposure and enhance stability. Integrating pension provision within CABS also strengthens employee loyalty and retention, contributing to a more committed and productive employee base and demonstrating the Society's dedication to employee welfare.

Pension contributions for the period under review were as follows:



INVESTING IN COMMUNITY DEVELOPMENT

9



Supporting Our Communities 81

Investing in Community Empowerment 83

Sustainable Development Goals (SDGs) 85

FACTSHEET



Our commitment to community development is reflected in how we support local communities through impactful programmes and strategic corporate social investments.

We further align our efforts with the Sustainable Development Goals (SDGs) to ensure long lasting social and economic benefits for the communities we serve.

Supporting Our Communities

Over 1,032 women entrepreneurs trained on financial literacy.

300 youths engaged in mentorship programs.

SDG's



Supporting Our Communities

CABS made significant contributions to community welfare through various Corporate Social Responsibility (CSR) initiatives. During the year we donated furniture to Mariga School, and this substantially improved the learning environment. This donation replaced conditions where students were previously learning while sitting on the floor, enabling them to study more comfortably. CABS's participation in cultural events like the National Institute of Allied Arts (NIAA) Speech and Drama festivals promotes the arts and provides young performers with a platform to showcase

their talents. This involvement increased brand visibility and demonstrated CABS's commitment to supporting education and creative development within the community. However, providing furniture may also be viewed as a temporary fix if not supported by long-term strategies to improve the educational environment. Participation in cultural festivals can induce pressure and anxiety among students, while some may lack the resources needed to compete.





Supporting Our Communities

During the year our goals, targets, key performance indicators (KPIs), and progress were as follows:

Goals	- Improve financial literacy. - Enhance educational outcomes. - Promote youth empowerment. - Support local infrastructure.
Targets	- Train 1,500 individuals in financial literacy by year-end. - Increase student attendance in financial literacy programs by 20%. - Engage 500 youth in mentorship programs. - Complete 5 infrastructure projects yearly.
KPIs	- Number of participants trained. - Attendance rates. - Number of mentorship participants. - Number of projects completed.
Progress	1,032 women successfully trained. - Improved attendance observed in Mariga School. 300 youths engaged in mentorship programs. 1 project completed (classroom furniture donation).



Investing in Community Empowerment

Our CSR activities for the period under review was as follows:



Education

Purpose

Enhance accessibility to quality education and financial literacy.

Beneficiaries

Africa University
Mutare women, Arrupe Jesuit University
Zimbabwe Society of Obstetricians and Gynaecologists (ZSOG), Oracles of God Church, Small to Medium Enterprises Council of Zimbabwe, Enactus Universities Competitors, Cricket Academy, AFM in Zimbabwe
Solidamade (NGO) - Zaka Jerera, Driefontein Hospital
Masvingo Teachers' College
Errymaple group of schools
Gwemvurachena Village

Investments

Job Fair
Career Guidance
10L Fuel
Financial Literacy Training
Fundraising marathon
Sporting activities
May Fair
Classroom furniture
Stationery, refreshments
Cash
Cricket Tournament



Philanthropy

Purpose

Addressing societal needs and promoting sustainable development.

Beneficiaries

Mutare Entrepreneurs
Mutare women owned SMEs, AFM, Underprivileged girls
Vulnerable children
Zimbabwe National Society for the Prevention of Cruelty to Animals (ZNSPCA), SOS Children's Villages, Zimbabwe Defence Forces, ZAOGA Congregates, Government employees, ZRP Mkushi Academy

Investments

Golf Fundraising Tournament
Toiletries
Cash
Retirement planning
Road rehabilitation



Investing in Community Empowerment

Our CSR activities for the period under review was as follows:



Good Health and Wellness

Purpose

- Ensure healthy lives & well-being for all.

Beneficiaries

- Women
- Hillside Golf Club
- Heal us Zimbabwe Trust
- Zimbabwe Alzheimer's and Related Disorders Association (ZARDA)
- Cancer survivor kids

Investments

- Breast and cervical cancer screening
- Prizes and refreshments
- Cash



Environmental Mindfulness

Purpose

- Ensure a healthier planet for current and future generations.

Beneficiaries

- Victoria Falls Anti-Poaching Unit (VFAPU)

Investments

- Cash





INVESTING IN
COMMUNITY DEVELOPMENT

SUPPORTING OUR
COMMUNITIES

INVESTING IN
COMMUNITY
EMPOWERMENT

SUSTAINABLE
DEVELOPMENT
GOALS (SDGs)



Sustainable Development Goals (SDGs)

We are committed to embedding the United Nations Sustainable Development Goals (SDGs) into our business strategy, recognising their vital role in addressing global challenges like access to quality education and health care. Sustainable development aims to create a balance between economic growth, social equity and environmental protection. The Society aims to meet present needs without compromising the ability of future generations to meet their needs. We encourage responsible resource use and foster collaboration across various sectors. Committing to the SDGs allows us to work together for a more resilient and equitable future for all.

SDGs	Impact	Target
	Promoting health equity and enhancing the well-being of vulnerable populations affected by cancer and Alzheimer's through essential screenings and community engagement.	Target 3.8
	Fostering inclusive access to quality education and financial literacy, empowering diverse communities and institutions in Zimbabwe to enhance career opportunities, promote entrepreneurship, and improve overall economic resilience.	Target 4.4
	Ensuring the protection of biodiversity and natural ecosystems, fostering a healthier planet for current and future generations by combating wildlife crime and promoting sustainable conservation efforts.	Target 15.7

WE'LL HELP YOU GET THERE



ECONOMIC VALUE IMPACTS



Sustainable Procurement

87

Direct Economic Value Generation and Distribution

89

Responsible Tax Practices

90

10

FACTSHEET



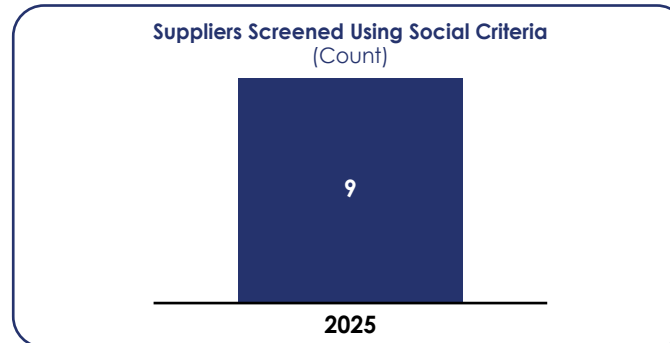
Our economic impact is driven by responsible procurement practices, strong financial performance, and the creation of meaningful economic value for our stakeholders. We uphold transparent and responsible tax practices that contribute to sustainable national development.

Sustainable Procurement	9 suppliers screened under social criteria.
SDG's	08 DECENT WORK AND ECONOMIC GROWTH  09 INDUSTRY, INNOVATION AND INFRASTRUCTURE 

Sustainable Procurement

CABS is committed to responsible sourcing practices that not only enhance operational efficiency but promote sustainability and ethical conduct throughout its supply chain. The Society established a Supplier Code of Conduct and embedded ESG clauses in contracts to ensure that suppliers adhere to high standards of ethical behaviour. This commitment led to the increased inclusion of small and medium enterprises (SMEs), women-owned, and youth-led suppliers, further enriching the diversity of its procurement base. CABS actively focuses on reducing its environmental footprint by prioritising green procurement strategies, which include the use of eco-friendly and energy-efficient products. However, factors such as inflation, currency volatility, water scarcity, and the risk of corruption could impact supplier viability and pricing. Extreme weather conditions and regulatory changes pose threats to logistics and deliveries, while the increasing reliance on digital procurement systems introduces cybersecurity risks.

Social supplier screening for the period under review was as follows:



Responsible Sourcing

CABS promotes responsible sourcing practices that enhance operational efficiency while supporting sustainability and ethical conduct across the supply chain.

Ethical Supplier Standards

Supplier Code of Conduct and ESG clauses in contracts ensure suppliers meet high standards of integrity, compliance, and responsible business practices.

Inclusive Procurement

Procurement strategies encourage participation from SMEs, women-owned businesses, and youth-led enterprises to strengthen supplier diversity.

Green Procurement

Preference is given to eco-friendly and energy-efficient products to reduce environmental impact and support sustainable procurement practices.

Responsible Sourcing

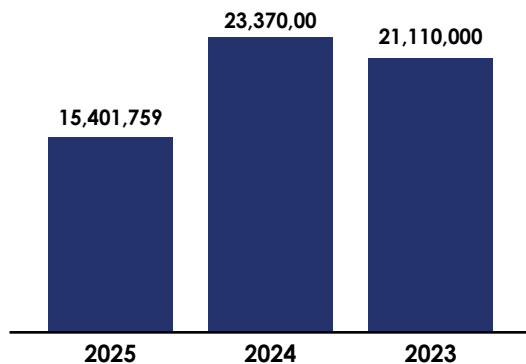
CABS promotes responsible sourcing practices that enhance operational efficiency while supporting sustainability and ethical conduct across the supply chain.

During the year our goals, targets, key performance indicators (KPIs), and progress were as follows:

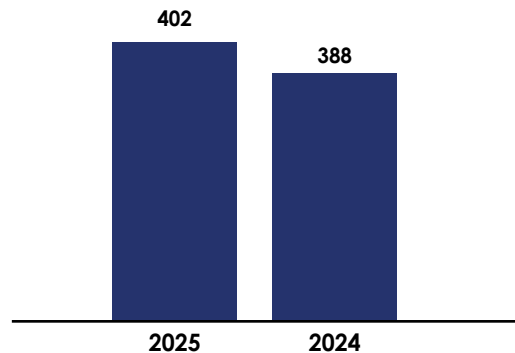
Goals	• Embed ethical and sustainable practices in procurement decisions. • Reduce the environmental footprint of procurement operations. • Advance inclusive growth by increasing SME/diverse supplier participation. • Build climate resilience in the supply chain; promote climate-smart agriculture.
Targets	• Implement Supplier Code of Conduct and ESG clauses in all new contracts by FY2025. • Audit at least 25% of active suppliers for ESG compliance by FY2025. • Source at least 20% of products/services from eco-friendly/energy-efficient options by FY2025. • Allocate at least 15% of procurement spend to local/diverse suppliers by FY2025.
KPIs	• Percentage of suppliers audited for ESG compliance (annual). • Percentage of procurement spend on eco-friendly products/services. • Percentage spent on SMEs, women-owned, youth-led suppliers. • Estimated CO2e reduction from logistics and product choices.
Progress	• On track to implement in 90% of new contracts by mid-2024. • Currently at 15%, with initiatives in place to increase this percentage significantly. • Currently at 10%; further engagement with diverse suppliers ongoing. • Implementing additional local supplier partnerships to achieve target by 2025. • Drafting phase for the FY2025 report, expected completion by end of the fiscal year.

Supplier spending and number of suppliers for the period under review was as follows:

Supplier Spending (USD)



Number of Suppliers



Direct Economic Value Generation and Distribution

The Society contributed meaningfully to national economic development through mortgage financing, SME lending, corporate lending across productive sectors, including government-related institutions and the provision of retail banking services, while participating in corporate social responsibility initiatives both directly and through the OMZIL Group. We strengthened the national fiscus by paying income tax in 2025 and by supporting public-sector revenue collection as a ZIMRA agent for client-related taxes. Further, the Society continued to widen funding available to productive sectors of the economy, although ZWG/ZIG liquidity constraints limited the ability to meet

some lending requests. Overall, our economic performance reflects sustained role in driving economic growth, supporting fiscal stability and maintaining responsible financial intermediation.

CABS continued to advance its strategic priorities by allocating available ZIG liquidity toward productive sectors with strong cash flow generation, while expanding its lending activities to stimulate broader economic activity, as reflected in the growth of the loan book.

Our evaluation system is summarised below:

Goals	- Grow the loan book. - Go digital to improve customer experience.
Targets	- Improve loan book quality by 5% in the next quarter and reduce non-performing loans by 10 %. - Increase active digital channel usage (mobile app, internet banking) by 5% within 12 months.
KPIs	- Non-performing loan ratio. - Loan growth and customer base expansion. - Digital Adoption Rate (%) (the percentage of active customers using at least one digital channel).
Progress	- Sustained growth in core lending portfolios and customer deposits, this is evident by a sharp increase in deposits and the loan book. - Digital transformation initiatives improved service delivery and operational efficiency, hence improved customer experience.

The distribution of economic value generated is in line with our strategic goals and priorities for the year, ensuring that all stakeholders gain from our efforts. Detailed information is available in our Annual Report published separately and available on our website: <https://www.cabs.co.zw/>



Responsible Tax Practices

CABS is committed to ensuring full compliance with tax regulations by paying and filing taxes accurately and on time, recognising that tax contributions play a vital role in supporting the communities in which we operate. These payments enable the Government to revive industries, develop infrastructure, and deliver essential services such as healthcare, education, clean water and food security. To uphold this commitment and minimise penalties or interest charges, the Society conducts regular reviews of its contra accounts to monitor tax health and prevent errors arising from incorrect statute interpretation or misfiled returns. Any underpayment or misinterpretation of tax obligations could result in revenue loss for the Government, thereby hindering our ability to provide critical services.

Approach to Tax

The Society maintains a zero-tolerance policy for deliberate non-compliance and is committed to paying taxes and filing returns within stipulated deadlines. While instances of non-compliance may occasionally arise, appropriate measures are taken to mitigate such risks. The Society incorporates tax considerations into business planning, monitors the external environment, and prepares strategically and operationally for emerging laws and regulations, particularly those that may impact business models, require significant resource investment, or necessitate changes to processes and systems. Transparency is a core principle, demonstrated through clear disclosure of tax governance, risk management practices, and tax contribution figures.

Stakeholder Engagement on Tax Matters

The Society complies with all applicable tax obligations, including income tax, VAT, progressive tax, and IMTT. We engage tax authorities through email, written correspondence, and phone calls to seek clarity on tax matters. IMTT is collected automatically during transaction processing, while manually processed transactions such as those in banking halls, mobile banking, POS swipes, and internet banking are verified by the Finance Department to ensure correct exemptions and system configurations. The Society also collects and remits PAYE from employees to ZIMRA, withholding tax on local tenders, non-resident tax on fees, interest, and royalties, and issues withholding tax certificates to vendors for claiming purposes. VAT is collected on the supply of goods and services and remitted within statutory timelines.

Primary responsibility for maintaining relationships with tax regulators resides with the Group Head of Tax, who must periodically commission independent assessments through Group Internal Audit to ensure adherence to standard operating procedures, established processes, and compliance with tax laws and practices. All communications or engagements with revenue authorities relating to disputes, objections, or material issues must be signed off by the OMZIL Group Head of Tax prior to submission. Further, external auditors are provided with all requested information in a timely manner to support transparency and compliance.

Goals

- Ensure full compliance with all tax laws e.g. corporate income tax, withholding taxes, VAT.
- Maintain accurate and timely tax filings.
- Reduce exposure to tax penalties, disallowances, and disputes.
- Strengthen internal controls to avoid errors in taxable income calculations, provisioning, and reporting.
- Ensure systems correctly apply withholding tax rates and exemptions.
- Ensure systems can handle complex taxation on banking transactions.
- Uphold strong ESG tax governance, showing responsible tax behaviour.

Targets

- 100% on time filing of all tax returns (income tax, VAT, withholding tax, payroll tax).
- 0% error rate on tax submissions and calculations.
- Monthly and quarterly tax reports delivered on time.
- System accuracy for applying correct rates maintained at 100%
- Reduce manual processing time by 30–40%.
- ESG aligned tax governance framework reviewed annually.

KPIs

- Percentage of tax returns submitted on or before statutory deadlines.
- Errors found during internal reviews, audits, or authority queries.

	2025 (ZWG)	2024 (ZWG)	2023 (ZWG)
Value Added Tax (VAT)	68,254,269.75	12,326,179	879,516
PAYE	114,421,977.69	40,000,033	3,484,535
Withholding Tax-30%	4,736,989.17	31,627,671	346,057
Withholding Tax-1/3	33,929,947.26	17,884,401	1,340,906
IMTT	1,242,579,137.56	600,400,362	41,989,015
Other Taxes	456,945,362.37	19,603,297	2,076,143
Total	1,920,867,683.80	721,841,943	50,116,172

ANNEXURES



GRI Content Index

92

Corporate Information

98

11

GRI Content Index

Statement Of Use

Central Africa Building Society (CABS) reported the information cited in this GRI content index for the period ending 31 December 2025 with reference to the GRI Standards (2021).

GRI Used

GRI 1: Foundation 2021

GRI Standard	Disclosure	Location (Page)	Omission		
			Part Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organisational details	Back Cover			
	2-2 Entities included in the organisation's sustainability reporting	2			
	2-3 Reporting period, frequency and contact point	2			
	2-4 Restatements of information	2			
	2-5 External assurance	2			
	2-6 Activities, value chain and other business relationships	16			
	2-7 Employees	72			
	2-8 Workers who are not employees	72			
	2-9 Governance structure and composition	24			
	2-10 Nomination and selection of the highest governance body	25			
	2-11 Chair of the highest governance body	19			
	2-12 Role of the highest governance body in overseeing the management of impacts	27			

GRI Standard	Disclosure	Location (Page)	Omission		
			Part Omitted	Reason	Explanation
	2-13 Delegation of responsibility for managing impacts	27			
	2-14 Role of the highest governance body in sustainability reporting	27			
	2-15 Conflicts of interest	25			
	2-16 Communication of critical concerns	25			
	2-17 Collective knowledge of the highest governance body	19-21			
	2-18 Evaluation of the performance of the highest governance body	25			
	2-19 Remuneration policies	See annual report			
	2-20 Process to determine remuneration	See annual report			
	2-21 Annual total compensation ratio	See annual report			
	2-22 Statement on sustainable development strategy	85			
	2-23 Policy commitments	-			
	2-24 Embedding policy commitments	-			
	2-25 Processes to remediate negative impacts	28-29			
	2-26 Mechanisms for seeking advice and raising concerns	42-45			
	2-27 Compliance with laws and regulations	26			
	2-28 Membership associations	17			
	2-29 Approach to stakeholder engagement	41			
	2-30 Collective bargaining agreements	75			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	46			
	3-2 List of material topics	47			
	3-3 Management of material topics	See management approach to each material topic			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	See annual report published separately			
	201-2 Financial implications and other risks and opportunities due to climate change	67			
	201-3 Defined benefit plan obligations and other retirement plans	79			

GRI Standard	Disclosure	Location (Page)	Omission		
			Part Omitted	Reason	Explanation
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported 203-2 Significant indirect economic impacts	N/A 81-84			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	-			
GRI 207: Tax 2019	207-1 Approach to tax 207-2 Tax governance, control, and risk management 207-3 Stakeholder engagement and management of concerns related to tax 207-4 Country-by-country reporting	90 90 90 90			
GRI 301: Materials 2016	301-1 Materials used by weight or volume 301-2 Recycled input materials used 301-3 Reclaimed products and their packaging materials	- - -			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation 302-2 Energy consumption outside of the organisation 302-3 Energy intensity 302-4 Reduction of energy consumption 302-5 Reductions in energy requirements of products and services	63 - - - -			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource 303-2 Management of water discharge-related impacts 303-3 Water withdrawal 303-4 Water discharge 303-5 Water consumption	61 61 - - 61			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas 304-2 Significant impacts of activities, products and services on biodiversity 304-3 Habitats protected or restored	- - -			

GRI Standard	Disclosure	Location (Page)	Omission		
			Part Omitted	Reason	Explanation
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	66			
	305-2 Energy indirect (Scope 2) GHG emissions	66			
	305-4 GHG emissions intensity	-			
	305-5 Reduction of GHG emissions	-			
	305-6 Emissions of ozone-depleting substances (ODS)	-			
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	-			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	62			
	306-2 Management of significant waste-related impacts	62			
	306-3 Waste generated	62			
	306-4 Waste diverted from disposal	-			
	306-5 Waste directed to disposal	-			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	73			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	79			
	401-3 Parental leave	74			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	1-3 months			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	76			
	403-2 Hazard identification, risk assessment, and incident investigation	76			
	403-3 Occupational health services	77			
	403-4 Worker participation, consultation, and communication on occupational health & safety	77			
	403-5 Worker training on occupational health and safety	77			
	403-6 Promotion of worker health	77			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	76 -			

GRI Standard	Disclosure	Location (Page)	Omission		
			Part Omitted	Reason	Explanation
	403-8 Workers covered by an occupational health and safety management system 403-9 Work-related injuries 403-10 Work-related ill health	77 77 -			
404-1 Average hours of training per year per	404-1 Average hours of training per year per employee 404-2 Programmes for upgrading employee skills and transition assistance programmes 404-3 Percentage of employees receiving regular performance and career development reviews	78 78 -			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	24			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N/A			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes 413-2 Operations with significant actual and potential negative impacts on local communities	N/A N/A			

Payments made easy with CABS Visa Cards!

- ▶ Make 3D Secure Online Payments
- ▶ Global POS Acceptance
- ▶ Transact on CABS Digital Platforms 24/7
- ▶ Withdraw Cash Worldwide





Corporate Information



**Head Office and
Registered Office**
3 Northend Close,
Northridge Park,
Highlands,
Harare



Sustainability Advisors
Institute for Sustainability Africa,
65 Whitwell Road,
Borrowdale West,
Harare, Zimbabwe



Postal Address
P O Box 2798,
Harare,
Zimbabwe



Website
www.cabs.co.zw