



LEADING THE SUSTAINABILITY TRANSFORMATION IN BANKING 2025





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Managing Sustainability Risk – Creating Impact – Exploit Opportunities

4TH EDITION - 10 - 14 NOVEMBER 2025







ABS FLAGSHIP PROGRAMME

LEADING THE SUSTAINABILITY TRANSFORMATION IN BANKING

Managing Sustainability Risk – Creating Impact – Exploit Opportunities

FOURTH EDITION

Climate Change, nature and biodiversity loss present unprecedented challenges and opportunities for businesses globally. To thrive in this new reality, leaders must transform their organizations and value chains to prioritize sustainability, resilience, and innovation. In Malaysia, particularly, the rich biodiversity and natural resources are vital to the nation's identity and economy, climate change impacts affect businesses and financial institutions. Addressing these issues is crucial for preserving Malaysia's unique ecosystems and ensuring long-term economic stability.

Financial institutions are at the forefront of change, as they hold the key to steering our global economy away from the storm of climate and ecological uncertainty. As sustainability-related events intensify, financial leaders must embrace their role as architects of resilience, driving investments toward sustainable solutions, robust infrastructure, and eco-conscious initiatives. They are not just managing risks but shaping a path to a greener, more secure tomorrow.

This flagship programme by the Asian Banking School, in collaboration with the Frankfurt School of Finance & Management (Frankfurt School) in its fourth edition, is designed for senior-level management of banks and finance-related institutions. It aims to deepen their knowledge of managing climate and biodiversity-related risk, creating impact, and seizing opportunities in a changing business environment. By the end of the week, participants will be equipped with the necessary tools and instruments to understand, assess, manage, and steer these risks and opportunities in financial institutions and to disclose relevant information to stakeholders and peers.



PROGRAMME AT A GLANCE

Sunday 9 November	Monday 10 November	Tuesday 11 November	Wednesday 12 November	Thursday 13 November	Friday 14 November
	Welcome Words Keynote: Sustainable Finance in Times of Geopolitical Change	EU Carbon Border Adjusment Mechanism (CBAM)	Biodiversity Risk, Impact & Dependencies	Leading the Sustainability Transformation: Energy Transition	Leading the Sustainability Transformation: Circular Economy
	Roundtable: Transition in Finance & Financing the Transition	Trends in Carbon Credit Markets	TNFD In Practice - The LEAP Approach	Implications of ESRS/CSSRD on ISSB Sustainability Reporting	Al for Sustainability and Sustainability of Al
	Lunch	Lunch	Lunch	Lunch	Lunch
Arrival of participants & check-in	Carbon Accounting at Corporate & Bank Level: A carbon pricing approach	Climate Risk Modelling & Pricing Mechanism	The Business Case for Biodiversity I: Investment Options	Site Visit: ESG Strategy and Digitalisation Leading German Bank	Emerging Trends in ESG Litigation
		Climate Risk Stress Testing	The Business Case for Biodiversity II: Financing Instrument		Certificate Ceremony & Farewell Reception
Welcome Drinks	Free Evening	Guided City Tour & Dinner	Free Evening	German Dinner	Free Evening

PROGRAMME FEES*

MYR 55,000 / SGD 16,800

per participant

* Fee includes all training activities and materials, company visits, lunches during training days, special dinners, social programme and hotel accommodation (from 9 – 15 November 2025) based on single occupancy. It is not inclusive of any applicable taxes.





Note: All Information in this publication is correct at the time of printing but may be subject to change.

PAYMENT OPTIONS

- This programme is an approved HRD Corp claimable course.
- The programme fee and roundtrip airfare is **STF credit** claimable by qualifying Malaysian banks.

REGISTRATION

Please register online at

www.asianbankingschool.com/our-programmes/ executive-education

Alternatively, you may email your completed Registration Form to **training@asianbankingschool.com** Terms and conditions apply. Please visit

www.asianbankingschool.com/terms-and-conditions

ENQUIRIES

Please contact Asian Banking School at:

Tel: +603-2701 7822 or

Email: training@asianbankingschool.com

MONDAY, 9 NOVEMBER 2025

Morning Session: Sustainable Finance in Times of Geopolitical Change

This session will explore the challenges and opportunities for sustainable finance in the context of geopolitical change. Participants will examine how shifting political landscapes, international conflicts, and economic sanctions impact sustainable investment strategies and financial markets. The discussion will highlight the importance of resilience and adaptability in financial planning, showcasing examples of how institutions have navigated geopolitical uncertainties while maintaining their commitment to sustainability.

Morning Session: Roundtable: Transition in Finance & Financing the Transition

During this roundtable, participants and speakers will explore the critical aspects of planning and financing the shift towards a sustainable economy. Listeners will learn how financial institutions can develop comprehensive transition plans that align with net-zero targets and sustainability goals. The discussion will cover strategies for integrating transition planning into financial decision-making, including setting interim milestones and ensuring accountability. Successful case studies and best practices will be highlighted to provide valuable insights into driving sustainable economic transformation.

Afternoon Session: Carbon Accounting at Corporate & Bank Level: A carbon pricing approach

This session will delve into carbon accounting at both corporate and bank levels, emphasizing the role of carbon pricing in driving sustainability. The session explores how to implement carbon pricing mechanisms to manage their carbon footprints, including the integration of carbon costs into products and services. The discussion will cover methodologies for carbon accounting, such as measuring and reporting greenhouse gas emissions across Scope 1, 2, and 3 emissions. By examining case studies and best practices, participants will gain insights into how carbon accounting and pricing can be used to assess and reduce carbon footprints, ensuring alignment with global climate goals.

Afternoon Session: Lessons Learned from EU Emissions Trading System (ETS)

The last session of Day I will explore key lessons from the EU Emissions Trading System (ETS) and their implications for Malaysia's domestic carbon pricing strategy. Participants will examine how the EU ETS achieved emission reductions, the importance of setting a robust cap, and the need for flexibility in identifying cost-effective reductions. The discussion will also address challenges like over-allocation of allowances and price volatility, providing valuable guidance for developing an effective carbon pricing strategy in Malaysia.

TUESDAY, 10 NOVEMBER 2025

Morning Session: EU Carbon Border Adjustment Mechanism (CBAM)

During this morning session, participants will explore the EU Carbon Border Adjustment Mechanism (CBAM) and its impacts and examine the cost implications for importers of goods like steel, cement, and aluminium, which face additional carbon pricing costs when entering the EU. The discussion will highlight transition risks, including carbon leakage and the need for cleaner production methods. Additionally, the session will delve into the implications for Asian banks, focusing on how CBAM affects their financing strategies and the broader economic impacts on the Asia-Pacific region.

Morning Session: Trends in Carbon Credit Markets

This session will explore the latest trends in carbon credit markets, highlighting key developments and emerging patterns. Participants will examine the growing demand for carbon credits driven by government policies and corporate sustainability initiatives. In addition, the group will discuss the expansion of both compliance and voluntary markets, with a focus on nature-based and technology-based projects. The session will also address challenges such as price volatility and the need for robust tracking mechanisms. By analysing market dynamics and investment trends, participants will gain valuable insights into the future of carbon credit markets and their role in global climate strategies.

Afternoon Session: Climate Risk Modelling & Pricing Mechanisms

Explore in this session how financial institutions integrate climate risk into their models and pricing strategies for sustainable financial products. Learn about advanced data analytics and scenario analysis used to quantify climate impacts on portfolios. The session will cover methods for assessing physical and transition risks, and how these are reflected in pricing mechanisms. Gain insights into best practices and innovative approaches to enhance risk management and promote sustainable investments.

Afternoon Session: EU Climate Risk Stress Testing

This session discusses the concept and methodology of climate risk stress testing. Climate risk stress testing involves simulating different scenarios of physical and transition risks and estimating their effects on financial institutions' profitability, solvency, and stability. The session explains how to design and implement climate risk stress tests and climate scoring in banks and use the results to inform risk management and strategic decisions, drawing from the lessons learned from the 2022 Climate stress test by the European Central Banks (ECB) Banking Supervision and the European Investment Bank (EIB).

Guided City Tour & Dinner

Participants will be taken on a guided walking city tour in the evening to get an opportunity to find out more about its history and to see the many interesting sights that Frankfurt has to offer. This will be followed by a nice dinner to allow the group to relax and get to know each other better.

WEDNESDAY, 11 NOVEMBER 2025

Morning Session : **Biodiversity Risk, Impact & Dependencies**

The morning session will examine biodiversity risks, impacts, and dependencies for banks. It highlights how identifying and assessing these factors can help financial institutions mitigate risks and capitalize on biodiversity-related opportunities. The session will also present a quick ENCORE analysis based on the typical sector concentration of banks in Malaysia, providing practical insights. Additionally, it delves into the importance of integrating biodiversity considerations into banking strategies to ensure sustainable operations and resilience against environmental challenges.

Morning Session: TNFD in Practice – The LEAP Approach

This session will cover the Taskforce on Nature-related Financial Disclosures (TNFD) and its LEAP Approach. Participants will learn how the LEAP framework—Locate, Evaluate, Assess, and Prepare—helps organizations identify and assess nature-related dependencies, impacts, risks, and opportunities. The session will also provide practical insights through real-world case studies, showing how organizations have implemented the LEAP framework to address nature-related issues. Attendees will learn about the challenges faced, solutions developed, and benefits of integrating the LEAP Approach into sustainability strategies, aligning with global biodiversity goals.

Afternoon Session: The Business Case of Biodiversity I: Investment Options

This session will present the business case for biodiversity from a company perspective, focusing on sector-specific opportunities. Learners will get to know various types of projects that companies can invest in to enhance biodiversity and achieve sustainable growth. The discussion will highlight successful examples and strategies that demonstrate the tangible benefits of integrating biodiversity into business operations, helping companies identify and capitalize on investment opportunities that support environmental and economic resilience.

Afternoon Session: The Business Case of Biodiversity II: Financing Instruments

This session will delve into the business case for biodiversity by focusing on biodiversity credits and their market potential. Participants will explore how biodiversity credits can be leveraged to support conservation initiatives and generate financial returns. The session will highlight successful case studies and emerging trends in the biodiversity credit market, demonstrating the financial viability and benefits of investing in biodiversity through these innovative instruments.

THURSDAY, 12 NOVEMBER 2025

Morning Session: Leading the Sustainability Transformation: Energy Transition

This session highlights the crucial role of energy transition and renewable energy in sustainability. Participants will explore innovative strategies and technologies, with insights from the financial sector and current market trends. Through expert presentations and real-world examples, attendees will gain actionable knowledge to integrate renewable energy solutions into their strategies, driving a more sustainable future.

Morning Session: Implications of ESRS/CSRD on ISSB Sustainability Reporting

This session will delve into the implications of the European Sustainability Reporting Standards (ESRS) and the Corporate Sustainability Reporting Directive (CSRD) on International Sustainability Standards Board (ISSB) reporting. The interaction between these frameworks and the challenges and opportunities they present will be discussed. Through expert presentations and real-world examples, attendees will learn to navigate the complexities of complying with both ESRS/CSRD and ISSB standards, focusing on data expectations for clients with EU exposure or global supply chains, due diligence, and the quality of disclosure.

Afternoon Session: Site Visit: Sustainable Finance in Practice – **ESG Strategy & Digitalisation**

During a site visit to one of Germany's leading banks, participants will explore how the bank implements ESG strategies and leverages digital technologies to enhance sustainability. This visit will provide firsthand insights into the practical application of sustainable finance principles, showcasing innovative approaches to integrating ESG factors into business operations. Attendees will learn and discuss about the challenges and successes of digitalisation in driving ESG initiatives, gaining valuable knowledge to apply within their own organisations.

FRIDAY, 13 NOVEMBER 2025

Morning Session: Leading the Sustainability Transformation: Circular Economy

This session emphasizes the strategic importance of the circular economy in driving sustainable business practices. We will use examples from various industries to illustrate the necessary steps for a successful transition to circular models. Showcase examples from Germany, including the Pfandsystem—a nationwide recycling program that incentivizes the return of beverage containers—will provide actionable insights. This session offers a unique opportunity to promote the integration of circular economy principles into organizational strategies, contributing to a more sustainable and resilient future.

Morning Session: Al for Sustainability and Sustainability of Al

This session discusses how cutting-edge technologies, including AI and machine learning, can be harnessed to support sustainability efforts in banks. Participants will learn about innovative tools that enhance data collection and sustainability-led decision-making while also examining the impact of technology on nature and the climate. The session will highlight successful examples of technology-driven conservation efforts, emphasizing the transformative potential of tech solutions in safeguarding our planet's natural resources.

Afternoon Session: Emerging Trends in ESG Litigation

To conclude the 1-week training, this session will examine the increasing focus on ESG issues within financial institutions. Participants will explore recent litigation and regulatory enforcement actions, including cases of greenwashing and nature- and climate-related disclosures. The session will highlight key trends and challenges, emphasizing the importance of robust ESG policies and practices in mitigating legal risks and promoting sustainable finance.

Certificate Ceremony

This ceremony will see participants receiving their certificates to officially mark the end of the one-week programme. This will be followed by a farewell reception at the School.

TRAINING METHODOLOGY

The programme will be a blend of lectures, case discussions and in-class development of practical illustrations to allow for a hands-on experience with the concepts studied and deep learning. A joint excursion to first movers in the field of sustainable finance completes the programmes and additionally caters to the creative learning environment.

BECOMING ALUMNI

Participants will become part of Frankfurt School's vibrant Alumni Community after successful completion of this programme. You will be provided access to information specifically for the FS Alumni & Friends so that you can stay in touch with the School and other alumni members via online platforms and digital networks.

For further information: www.frankfurt-school.de/en/home/about/alumni

PROGRAMME FACULTY

Professor Dr Ulf Moslener



Prof. Dr. Ulf Moslener is a professor for sustainable energy finance at Frankfurt School and Head of Research at the UNEP Collaborating Centre for Climate and Sustainable Energy Finance. His research focuses on the economics of climate change, sustainable finance, and climate finance. He has represented Germany in the UN Standing Committee on Climate Finance and currently serves as Vice Chair of the Advisory Group to the Clean Investment Funds (CIFs) at the World Bank and the Green and Sustainable Finance Cluster Germany (GSFCG). He is also a founding member of the "Wissenschaftsplattform Sustainable Finance." Previously, he was deputy head of the

department of Environmental and Resource Economics and Environmental Management at the Centre for European Economic Research (ZEW) in Mannheim. His research areas included international climate policy, carbon regulation, emissions trading, and renewable energy policy. He has led numerous research projects for German Federal Ministries and the European Commission. Moslener also worked at KfW Development Bank, focusing on financing renewable energy and energy efficiency in developing countries. He holds a Diploma in Physics and a PhD in Economics from the University of Heidelberg.

Professor Dr Matthias D Mahlendorf



Prof. Dr. Matthias D. Mahlendorf is a Professor of Managerial Accounting with interests in performance measurement, particularly in managing sustainability performance, and the digital transformation of management control. He publishes in both academic and executive journals and was ranked #1 in managerial accounting research. He has been a visiting scholar at Harvard Business School, a visiting professor at the University of Chicago (Booth School of Business), and an adjunct professor at INSEAD. Prof. Mahlendorf is the academic director of the Centre for Performance Management & Controlling and initiated the Master of Science program in Corporate Performance &

Restructuring. He teaches in Executive MBA and MBA programs on management accounting and strategy implementation, and offers courses in the Master of Finance and Master of Applied Data Science programs. He has received multiple "Best Teaching Awards." He has designed and taught seminars for executives at companies like SAP, Bayer, Panasonic, and Henkel, and has consulted for organizations such as The Federal Employment Agency, start-ups, and medium-sized companies on performance measurement and benchmarking. He frequently gives talks and keynotes on trends in management accounting and control.

Dr Vanessa Rodriguez Osuna



Dr. Vanessa Rodriguez Osuna is the Net-Zero Sector Track Lead at UNEP FI, supporting financial institutions in agriculture, food, and real estate through technical guidance and industry-led working groups under the Net-Zero Banking and Asset Owner Alliances. She developed a sustainable food finance target-setting framework and has extensive experience in climate and nature finance. As a Senior Scientist, she led the creation of an impact measurement framework for UBS Sustainable Asset Management and a major Dutch pension fund. She has held leadership roles as Project Director at SEQUA and as a technical advisor at GIZ GmbH, focusing on green technologies, sustainable supply

chains, and the circular economy. As a lead author for IPBES since 2014, her latest work explores business-biodiversity interlinkages. Vanesa holds degrees in Environmental Engineering, Natural Resource Management & Technologies, and a PhD on cost-effective watershed protection through Payment for Ecosystem Services schemes.

Michael Schmidt



Michael Schmidt is a member of the Supervisory Board at LAIQON and at Anthos Fund & Asses Management and an independent senior advisor specialising in business strategy, investments and sustainability. He has vast experience in various executive positions in the asset management industry, with a focus on portfolio management and institutional clients, and has served on key bodies in the sustainable finance field. Among others, he was a member of the High-level Expert Group on Sustainable Finance of the EU Commission and a member of the Sustainable Finance Advisory Committee of the German Federal Government.

Markus Hüwener



Markus Hüwener is a renowned expert on the international carbon and renewable energy markets for over 20 years. He advised the German Bundestag and the Federal Ministry of the Environment on the introduction of the European Emissions Trading System in Germany. With the founding of his own company, First Climate, and his many years as CEO, First Climate developed into one of the largest CO2 asset managers and traders worldwide. Today, he is a sought-after advisor to international financial institutions and investors on all matters related to climate change.

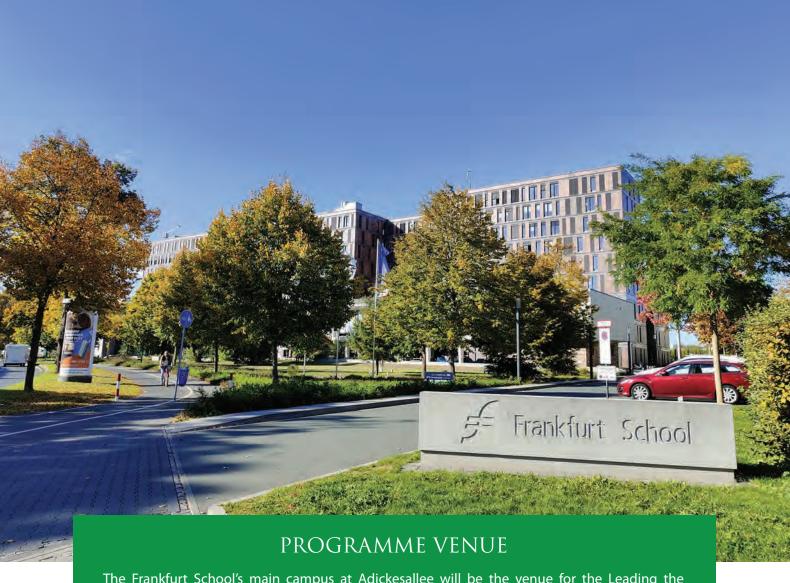
Sebastian Rink



Sebastian Rink is an expert in green and sustainable finance at the Frankfurt School – UNEP Collaborating Centre. He focuses on the financial sector's role in sustainable transformation, including regulation, ESG reporting, climate risks, and sustainable lending to SMEs. His research explores how banks can adapt business models to meet sustainability requirements. As an associate of the Net Zero Banking Alliance Germany, he has extensive experience in developing sustainable finance strategies. He contributed to the EU taxonomy and advises on ESG risks and sustainable financing. His work includes corporate sustainability assessment, banks' role in climate finance, and machine

learning in climate stress testing. He also integrates physical climate risks into corporate dialogue, net-zero banking, and green project finance, and conducts trainings on ESG regulations, sustainability reporting, emissions reduction, and sustainable corporate finance.





The Frankfurt School's main campus at Adickesallee will be the venue for the Leading the Sustainability Transformation in Banking Programme. It is centrally located in Frankfurt's Nordend and is part of the "Campusmeile" that connects Frankfurt's universities and libraries. Its building is formed through five towers each slightly offset to create a canyon-like space, the "Zeil of Knowledge" – a special characteristic of the campus. This mall acts as the central meeting place linking all major facilities like the auditorium, Learning Centre, restaurant, deli, student and alumni relations as well as the seminar rooms.

ACCOMMODATION



Accommodation will be provided from 9 – 15 November 2025 in single occupancy rooms at the Flemings Selection Hotel Frankfurt-City, which is a 4-star hotel conveniently located in the heart of the city within walking distance to shops and restaurants, as well as public transportation. It is situated directly at the Eschenheimer Tor in the city center of Frankfurt. From here, all of the city's hotspots can be reached easily on foot including the main shopping mile "Zeil", the banking district and the Römer city hall. The "Hauptwache" S-Bahn and U-Bahn train station is only about a three-minute walk away. www.flemings-hotels.com/en/frankfurt-city-selection-hotel

GETTING INTO FRANKFURT

Participants are most likely to land at Frankfurt Airport (Frankfurt Rhein-Main Airport). It has two passenger terminals and it is well connected to the city by public transport. Travel time is between 12 – 20 minutes to reach Frankfurt Main Train Station using the regional train (S-Bahn in German). One-way tickets can be purchased from one of the vending machines available at the Airport.

By Train

Deutsche Bahn's Regional network is made up of IRE (Interregio-Express), RE (Regional-Express), RB (Regionalbahn) and S-Bahn trains, which is in the basement of Terminal 1. Buy a ticket from the ticket machines and go down to platform number 1 and take the next train to the main train station, Frankfurt Hauptbahnhof (Hbf). All trains using this platform go there and Deutsche Bahn Regional operates a train from the airport to FrankfurtHbf every 15 minutes. Tickets cost €2 - €4 and the journey takes 15 mins.

By Taxi

You can also get from Frankfurt International Airport to the city centre by taxi. There are always taxis waiting outside both terminals and the drive from the airport to the hotel is approximately 20 - 30 minutes, depending on the time of day and traffic. Estimated cost is between $\leq 25.00 - \leq 35.00$.

GETTING AROUND FRANKFURT

Getting to Frankfurt School from the Hotel

Frankfurt has been rated by many as the most sustainable city on the planet with most of its people using public transportation. In line with the Sustainability Policy of the Frankfurt School (FS), participants will be taking the train (Metro) to get to classes and back. Participants will be escorted from the Hotel by FS and ABS staff in groups to the train station and all the way to the School campus. The travelling time is around 15 minutes. Participants will be given a local transport ticket to get around during the week.

Getting Around Frankfurt

The city is well connected via public transportation. The U-Bahn and S-Bahn trains are on time and frequent, ensuring that you would not have to wait for more than a couple of minutes for a train to arrive. In addition, some trams and buses can take you just about anywhere within the city limits.

For those who would prefer to get around via taxi, some of the taxi companies in Frankfurt are:

- Taxi Frankfurt Tel: +49 69 230001 - Main Taxi Frankfurt Tel: +49 69 733030 - Taxi City-Otten GmbH Tel: +49 69 442440

Uber is also available in Frankfurt.

COMMUNICATION

Both Frankfurt School and the city are extremely international, so being fluent in German is by no means a must. However, knowing a bit of of the language can help with recreational activities like shopping and ordering food and drinks. Here are a few German phrases to get you started:

- Good Morning Guten Morgen (goot-en mor-gen)
- Hello Hallo (hah-loh)
- Goodbye Auf Wiedersehen (owf vee-dair-zayn)
- Bye Tschüss (tchews)
- Yes/No Ja/Nein (yah)/(nine)
- Thank you Danke (schön/sehr) (dahn-kuh (shurn/zair))
- Please Bitte (bih-tuh)
- You're welcome Bitte (schön) (bih-tuh (shurn))

ABOUT ASIAN BANKING SCHOOL

The ASIAN BANKING SCHOOL (ABS) is dedicated to developing talent and is the largest specialised provider of quality banking training programmes in the ASEAN region.

As the industry's preferred partner in learning and development, ABS offers customised and open enrolment training programmes that cover a comprehensive list of banking areas developed by its Specialist Training Consultancy Team or in collaboration with strategic learning partners that includes some of the top business schools in the world. This includes its Executive Education programmes with Bayes Business School (formerly Cass) in London, the University of Cambridge Judge Business School, Frankfurt School of Finance and Management, INSEAD, the University of Edinburgh Business School, Bologna Business School, Bangor Business School, ESSEC Business School, Tsinghua University and the Saïd Business School, University of Oxford.

ABS also works closely with the Asian Institute of Chartered Bankers in raising competency standards for the industry through the delivery of training workshops related to professional qualifications developed and awarded by the professional body; and is the exclusive training partner in ASEAN for the Chartered Banker Institute in the UK. It plays a significant role in enriching the talent pipeline for the financial services sector through the industry recognised Financial Sector Talent Enrichment Programme (FSTEP) and Graduate Training programmes; and is also responsible for designing, developing, and delivering the industry-wide Ethics and AML/CFT programmes.

Published in 2025 by the Asian Banking School

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