

RESPONSIBLE BANKING NAVIGATING THE PATH TO IMPACT





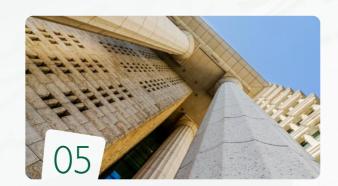
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CHAIRMAN MESSAGE

Dear Esteemed Stakeholders,

It is with great pride that I present the National Bank of Egypt's (NBE) second Principles for Responsible Banking (PRB) progress report, a testament to our enduring commitment to sustainable finance. This report not only reflects our alignment with the Six Principles for Responsible Banking but also underscores our strategic approach to creating economic, social, and environmental value across the Egyptian financial landscape.

NBE proudly acknowledges its pivotal role in leading the Egyptian financial sector toward a more sustainable and inclusive future. Our strategic vision integrates sustainability into the core of our operations, harmonizing national aspirations with global standards. This year, we have reaffirmed our leadership in sustainable finance, demonstrating our unwavering commitment to embedding eco-conscious principles throughout our operations. Our diversified portfolio of sustainable services is a clear testament to our dedication to environmental stewardship and social responsibility.

Our efforts are strategically focused on empowering large corporations, SMEs, and entrepreneurial ventures, particularly those that incorporate sustainable practices into their business models. By cultivating an environment that supports sustainable enterprises, NBE is contributing significantly to economic diversification and social inclusion—both of which are essential for long-term sustainable development. Recognizing our environmental responsibilities, we remain committed to advancing green finance initiatives, with a particular focus on waste management, energy and water efficiency, and sustainable building

practices. On the social front, we are devoted to empowering our communities by financing projects that foster cultural leadership, create employment opportunities, and improve access to essential services, such as education, healthcare, and adequate housing. These initiatives are in direct alignment with global socioeconomic and environmental objectives, further solidifying our role as a leader in responsible banking.

This year, NBE undertook a comprehensive portfolio impact assessment, with a focus on our corporate, SME, and retail banking portfolios across Egypt. This assessment is a clear reflection of our commitment to Principle 2: Impact and Target Setting. We have strategically identified circularity and financial inclusion as key impact areas, where we will set ambitious targets in the coming years to drive meaningful progress.

Our portfolio analysis revealed that the iron and steel and the real estate sectors in our large corporate portfolio, along with the food products, chemicals, fertilizers, and recycled plastic sectors in our SME portfolio, represent the highest-impact areas requiring our concentrated focus on enhancing circularity. By prioritizing these sectors, NBE is demonstrating its strategic focus on enhancing circularity and addressing critical sustainability challenges within these industries.

In response to these findings, we are actively developing an Environmental and Social Management System (ESMS) and expanding our green finance initiatives to mitigate environmental impacts. We are also committed to setting a blend of qualitative and quantitative targets to drive progress in financial inclusion and circularity.

To further solidify our commitment to sustainability, NBE has established a dedicated Sustainability Committee. This committee plays a crucial role in embedding environmental, social, and governance (ESG) principles into our Bank's policies, strategies, and overall organizational culture, ensuring that sustainability remains at the forefront of our agenda.

As we navigate the path ahead, we will continue to leverage our leadership in responsible banking and sustainable finance. Together, we are not just shaping the future of banking; we are creating a future where economic growth, social equity, and environmental preservation are achieved in seamless alignment.

Sincerely,

Hisham Okasha

Chairman





PRINCIPLE I ALIGNMENT

- 1.1 Our Inclusive Business Model
- 1.2 Our Sustainability Journey
- 1.3 Sustainable Finance Highlights
- 1.4 Our Sustainability Approach
- 1.5 Sphere of Impact





ALIGNMENT

"We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks."

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As Egypt's longest-standing commercial bank, NBE has a rich history of supporting the Egyptian economy and contributing to social impacts. By December 2023, NBE had established a wide presence, with 657 branches nationwide serving more than 20 million customers, which constitutes 44% of the Egyptian financial sector's market share. This extensive customer base covers not only urban areas but also extends the Bank's services to remote and rural regions. Such widespread presence helps facilitate financial inclusion and economic development across the country. Additionally, 35% of NBE's customer base is under the age of 36, highlighting our efforts to empower the younger generation and foster a future-oriented banking culture.

NBE strategically places its branch network across Egypt to ensure comprehensive customer accessibility, with 47% located in Greater Cairo, 20% in Upper Egypt, and the remainder distributed across Alexandria, the Delta region, Canal, and Sharqia. NBE operates 38 solar-powered branches and a mobile branch, alongside a substantial ATM network of 6,797 machines, including 1,238 for people who are visually impaired, 34 for people who use wheelchairs, and two environmentally friendly ATMs. Internationally, NBE extends its presence through representative offices and subsidiaries in South Africa, UAE, Sudan, UK, Ethiopia, USA, and China, supported by a robust network of correspondent banks worldwide.

1.1 Our Inclusive Business Model

Business Model

Describe (at a level) your bank's business model, including the main customer segments served, types of products and services provided, and the main sectors and types of activities across the main geographies in which your bank operates or provides products and services. Please also quantify the information by disclosing, e.g., the distribution of your bank's portfolio (%) in terms of geographies, segments (i.e., by balance sheet and/or off-balance sheet), or by disclosing the number of customers and clients served.



NBE provides a wide array of banking products and services tailored to the diverse needs of its customers. From personal banking solutions — like current and savings accounts, investment certificates, and various types of loans — to corporate banking services that include syndicated loans and corporate cards, NBE supports individuals and businesses alike. NBE also provides specialized financial products, such as time deposits in local and foreign currencies, along with digital banking solutions, including mobile services for convenient access to banking services.

Business Lines

NBE operates across a diverse spectrum of financial services, organized into five key categories that cater to a broad range of clients and sectors.





Large Corporate Banking

NBE provides extensive financial services to large corporations and institutions, including corporate loans, trade finance solutions, such as letters of credit and guarantees, and project finance.

The division manages corporate lending, credit facilities, and deposit accounts.

Small and Medium Enterprises (SMEs)

Tailored financial services are offered to SMEs across various sectors, including ones in the industrial, agriculture, commercial, and services fields. NBE provides financing options and nonfinancial services, including consulting, mentoring, and training services. The division oversees SME lending, credit facilities, and deposit accounts.

Retail Banking

NBE delivers personalized banking services to individual customers, offering current and savings accounts, personal loans, credit cards, and digital banking solutions. The focus is on accessibility and customer-centric support.

Treasury and Capital Market

This group manages liquidity and market risks for NBE's balance sheet while providing advisory and trading services in global markets. Activities include trading in government debt instruments, foreign exchange, financial derivatives, and hedging products.

Investment Group

NBE strategically invests in a well-diversified portfolio, maximizing the Bank's impact on sustainable, inclusive development and integrating the Banks's core activities with non-banking financial services. Capital infusion into subsidiaries like NBE Capital Holding (ACH) for strategic investments, NBE Mortgage Finance (AMF), NBE Leasing and Factoring Company (ALC), and NBE Exchange aims to finance expansions and bolster NBE's financial standing that enhance our core banking functions.

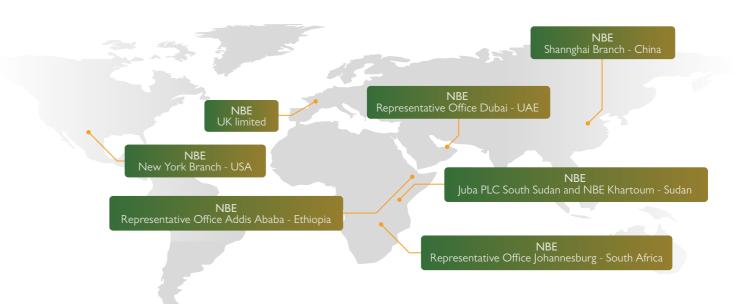
Each of NBE's business categories encompasses a unique set of products, services, challenges, and opportunities, tailored to meet the diverse needs of our clients across different sectors. From large corporations benefitting from comprehensive financial solutions to SMEs accessing tailored financing and advisory services and individual customers enjoying personalized banking experiences, each division plays a crucial role in

our strategy. The Treasury and Capital Markets Group ensures effective risk management and global market participation, while our Investment Group strategically expands our financial footprint. Together, these divisions work in harmony, leveraging synergies to deliver exceptional service, drive innovation, and maintain our prominent market position in Egypt's dynamic financial landscape.

International Presence

NBE has a wide international presence through its network of branches, representative offices and subsidiaries, including:.

For more details on NBE's international presence, kindly visit: https://www.nbe.com.eg/NBE/E/#/EN/



ATMBranch

- NBE UK Limited
- NBE Juba PLC South Sudan
- NBE Khartoum Sudan
- NBE New York Branch USA
- NBE Shanghai Branch China
- NBE Representative Office in Johannesburg South Africa
- NBE Representative Office in Addis Ababa Ethiopia
- NBE Representative Office in Dubai UAE



1.2 Our Sustainability Journey

Sustainability is ingrained in NBE's core values and strategic vision. Our sustainability initiatives go beyond financial support, integrating environmental, socioeconomic, and governance (ESG) principles into every layer of our activities and managerial processes, setting new national and regional standards for the banking industry. Our comprehensive approach to sustainability encompasses three key pillars, each designed to transition NBE and the community toward a more sustainable future.

Our transition toward sustainable banking is marked by the alignment of our policies and procedures with ESG frameworks. We are dedicated to adopting eco-friendly operations, ensuring that our practices contribute to environmental sustainability. This includes implementing energy-efficient technologies, reducing our carbon footprint, and promoting resource conservation across all our branches and departments.

Additionally, we invest in capacity building and specific skills enhancement programs for our employees. By equipping our staff with the necessary knowledge and skills, we ensure they are

Sustainable Finance Market Leadership

NBE is a leader in the sustainable finance market, with a strong focus on both environmental and socioeconomic factors. Our leadership in environmental sustainability is demonstrated through the financing of projects that promote renewable energy, energy efficiency, and climate resilience. We prioritize investments that contribute to the protection and preservation of the environment, aligning with global sustainability goals.

On the socioeconomic front, we support initiatives that foster financial inclusion, economic empowerment, and social equity. Our sustain-

prepared to effectively support and drive our sustainability initiatives. These programs foster a culture of continuous learning and innovation within the Bank, enhancing our overall sustainability performance.

Our commitment extends to impactful and sustainable community development. We actively engage with local communities to better understand their needs and collaborate on projects that promote economic growth and social well-being. These initiatives are designed to provide long-term benefits, improving quality of life for individuals and contributing to the overall prosperity of society.



able finance products and services are designed to bridge the gap between traditional banking and underserved populations, ensuring that economic growth benefits all segments of society.

We also leverage tools and frameworks developed by the United Nations Environment Programme Finance Initiative (UNEP FI) to guide our sustainability efforts. These tools help us measure, manage, and report on our ESG impacts, ensuring that our practices are aligned with global standards and contribute to international sustainability objectives.

2018

From Marketing and Corporate Social Responsibility (CSR) to Customer Centricity and Social Development

- » Marketing Transition Strategy (from Marketing and CSR to Customer Centricity and Social Development)
- » Financial Inclusion (Governance, International Frameworks, and Key Performance Indicators (KPIs)

2019

NBE's Sustainability Department Establishment

- » Board-Approved Sustainable Finance Road Map
- » Developing Department First Structure

2020

Strategy, Performance, and Disclosures

- » ESG Integration and Strategic Alignment: (Second Pillar)
- » NBE's Strategy 2020–2023
- » NBE's GRI Report (2016–2019); First ESG Disclosure: Comprehensive in the Egyptian Banking Sector (1% globally)

2021

Cultural Transformation

- » Sustainability Awareness Campaign to 24,000 Employees
- » 100 Champions (GRI-Certified)
- Strategic Reporting (Daily Sustainability News, Monthly Dashboard, Bimonthly Report)
- » Business Case (Environmental and Social Management Systems)
- Attracting International Capital Flows (AIIB, EBRD, EIB, and AFD)

2022

Public Disclosures

- » Second GRI Report Universal Standards (2020–2021)
- » First Social Impact and Environmental Reports
- Moody's ESG Assessment for NBE

FI Programs

- » AFD (Finance in Common)
- » AFD (Transforming Financial Systems for Climate)
- » EBRD (Climate Corporate Governance)
- » AIIB (ESMS Execution): Compliance Fulfillment to AIIB

Memberships

- » Activating International Standards (UNEP FI)
- Federation of Egyptian Banks: NBE Joined the Sustainable Finance Steering Committee

2023

Responsible Finance

- Drafting an environmental and social policy framework with assessment, categorization, action plans, and monitoring tools to promote responsible banking practices.
- Establishment of NBE Payments Company as a platform for micro lending and e-payment solutions and the large synergies between them by NBE Capital Holding (ACH), the Bank's investment arm. NBE has Al Ahly Tamkeen as a strategic microfinance arm, started at April 2021, and Al Ahly Momkn was acquired in march 2021 to penetrate and develop the e-payments industry.
- Setting targets in the areas of circularity and financial inclusion to minimize our negative impacts and capitalize on business opportunities by aligning with the UNEP FI PRB.

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1.3 Sustainable Finance Highlights

EGP 45.580 bn

Provided financing for environmentally friendly projects worth EGP 45.580 bn, including SME and large corporate projects.

EGP **57.203** bn

Provided financing for social projects, such as schools, healthcare, and infrastructure projects, worth EGP 57.203 bn.

54% of the Average Growth Rate

Reached an average growth rate of 54% for customers using NBE's digital branches services.

21,070 Customers

4% of the Total MSME Portfolio

EGP **5.5** bn

NBE's microfinance portfolio reached EGP 5.5 bn for 21,070 customers by the end of December 2023, representing 4% of the total MSME portfolio.



Awards and Recognitions

- » NBE was recognized as the "Best Retail Bank in Egypt" by The Asian Banker for the ninth time, achieving over 100% growth in retail gross revenue and double-digit growth in deposits and loans.
- NBE is also the first bank in Egypt, Africa, and the Middle East to receive the ISO27701:2019 certification for privacy management and personal data protection from the British Standards Institution (BSI).
- » NBE was also awarded "Best Funding for Green Project Egypt 2023," "Best Trade Finance Bank," and "Best Banking Brand" by Cosmopolitan The Daily, as part of the Cosmopolitan The Daily Business Award Winners 2023.
- NBE's deep commitment to CSR has been widely recognized, earning the Bank prestigious accolades such as "Best Retail Bank in Egypt" and "Best Corporate Socially Responsible Bank in Egypt" from the International Finance Awards, as well as "Most Trusted CSR Bank in Egypt 2022" from International Business Magazine.

1.4 Our Sustainability Approach

Church and Alian word
Strategy Alignment
Does your corporate strategy identify and reflect sustainability as a strategic priority/ies for your bank?
✓ Yes
Please describe how your bank has aligned and/or is planning to align its strategy to be consistent with the UN sustainable development goals (SDGs), the Paris Climate Agreement, and relevant national and regional frameworks.
Does your bank also reference any of the following frameworks or sustainability regulatory reporting requirements in its strategic priorities or policies to implement these?
UN Guiding Principles on Business and Human Rights
International Labor Organization's fundamental conventions
✓ UN Global Compact
UN Declaration on the Rights of Indigenous Peoples
Any applicable regulatory reporting requirements on environmental risk assessments, e.g., on climate risk – please specify which ones:
Any applicable regulatory reporting requirements on social risk assessments, e.g., on modern slavery – please specify which ones:
None of the above



At NBE, our operational strategy is structured around seven foundational pillars that guide our approach to sustainable growth, customer satisfaction, and societal impact. Each pillar represents a strategic focus area to drive excellence across our diverse range of banking services and operations.



Lead the Market Toward Financial Inclusion

First, we are dedicated to leading the market into financial inclusion by expanding access to banking services across Egypt. This involves increasing financial literacy, establishing accessible banking points in remote areas, and enhancing customer experiences through rigorous service quality and protection measures. By attracting more individuals to the banking sector and promoting economic inclusivity, we contribute to sustainable economic growth aligned with global development goals.

Enhance a Seamless Digital Customer Ex-

Furthermore, enhancing a smooth digital

customer experience through artificial in-

telligence (AI) integration is critical to our

strategy. We leverage Al and predictive

analytics to personalize customer interac-

tions, anticipate market trends in real time,

and optimize service delivery. By deploying

Al-powered virtual assistants and expand-

ing our capabilities in machine learning, we

ensure our digital services keep pace with

the evolving needs of our customers.

perience Through Al Integration









Integrate Sustainability Into NBE's Core Activities

Second, sustainability is deeply integrated into NBE's core activities. We prioritize ESG principles throughout our business operations. This commitment extends to our capital, growth, and risk management structures, where we implement sustainable finance practices. By offering innovative financial products and supporting green investments, we contribute to responsible consumption, production, and climate action initiatives.





Create a Customer Centric Organization

Creating a customer-centric organization is essential to delivering superior value and experiences. We tailor our products and services based on customer feedback, design compelling promotional campaigns, and proactively manage customer concerns to maintain high satisfaction levels. This customer-centric approach fosters lasting relationships and reinforces our market leadership in customer service excellence.





Continue to Play a National Role and Contribute to Major Government/Central Bank of Egypt (CBE) Initiatives

As a responsible corporate citizen, NBE continues to play a significant national role and actively contributes to major governmental and Central Bank of Egypt (CBE) initiatives. We participate in initiatives aimed at promoting economic stability, sustainable CSR practices, and inclusive economic growth. Our partnerships with governmental entities and contributions to national development efforts highlight our commitment to driving positive societal impacts.







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Focus on Profitability, High Performance, and Cost Optimization

Profitability, high performance, and cost optimization form another significant pillar of our strategy. We prioritize operational efficiency and profitability by defining clear profit and cost centers, maximizing non-interest income, and optimizing resource allocation. This approach strengthens our financial foundations and enhances value creation for our stakeholders, supporting sustainable growth and resilience.





Develop Superior Talent to Deliver Superior Results

Developing exceptional talent is fundamental to our success. We invest in our workforce through comprehensive training programs, engagement initiatives, and empowerment strategies. By fostering a culture of innovation, performance excellence, and personal growth, we empower our employees to deliver superior results and drive continuous improvement across all facets of our operations.





Incorporating these seven pillars into the Bank's operational framework positions NBE at the forefront of banking and finance, enabling it to navigate challenges, seize opportunities, and sustainably contribute to Egypt's economic advancement and societal well-being.

Furthermore, NBE has taken a significant step forward by developing a comprehensive strategy to address social challenges, particularly focusing on inclusivity, diversity, and equality. This strategy, known as the Inclusive, Diversity, and Equality Growth Strategy, is closely aligned with SDG 5: Gender Equality.

The strategy unfolds in four sequential steps. The first step involves the design and implementation of a robust strategy, policy, and action plan tai-

lored for NBE. The second step focuses on designing and implementing initiatives based on thorough strategy assessments for various subprojects.

The third step entails embedding gender equality principles into NBE's guidelines, procedures, and tools, ensuring that these values are integrated into our core operations. The final step emphasizes capacity building and knowledge transfer, equipping our teams with the necessary skills and understanding to sustain and advance these initiatives. This strategic approach aims to foster an inclusive and equitable work environment, promoting gender equality and contributing to broader societal goals.

NBE Sustainability and Sustainable Finance Pillars

- 1 Transition Toward Sustainable Banking
 - » Policies and Procedures Aligned with ESG Frameworks
 - » Transition Toward Sustainable Practices with Eco-Friendly Operations
 - » Capacity Building and Specific Skill-Enhancement Programs
 - » Ensuring Impactful and Sustainable Community Development
- 2 Sustainable Finance Market Leadership
 - » Sustainable Finance Market Leadership: Environmental
 - » Sustainable Finance Market Leadership: Socioeconomic
 - » UNEP FI Tools
- 3 Meaningful Stakeholder Engagement
 - » Partnerships with Stakeholders to Drive ESG practices
 - » Expanding Cooperation with Global Financial Institutions
 - » Sustainability-Focused Awareness Raising

1.5 Sphere of Impact

At NBE, we believe that sustainable development is not just a goal but a fundamental part of our identity. Our strategy and operations are deeply aligned with global, national, and regional visions. These frameworks serve as benchmarks that guide our strategic decisions and initiatives, ensuring that we integrate economic prosperity, social equity, and environmental stewardship into every aspect of our operations.

Strategic Pillar	SDGs	Africa's Agenda 2063	Egypt Vision 2030
	1 no Poverty		
Lead the market	5 GENDER EQUALITY	Aspiration 1: Goal 1: A high standard of	Improve Egyptians' Quality of Life and Raise their Living Standards
toward financial inclusion.	8 DECENT WORK AND ECONOMIC GROWTH	living, quality of life, and well-being for all.	Social Justice and Equality
	10 REDUCED INEQUALITIES		Diversified, Knowledge-based, and Competitive Economy
	9 MOUSTRY ANDVATER AND NYRASTRUCTURE		Diversified. Knowledge-based, and Competitive Economy
Integrate sustainability into NBE's core activities.	12 PESPONSIBLE CONSUMPTION AND PRODUCTION	Aspiration 1: Goal 7: Environmentally sustainable climate and resilient economies and communities.	Integrated and Sustainable Environmental System
	13 CLIMATE ACTION		Weil-Developed Infrastructure



Strategic Pillar	SDGs	Africa's Agenda 2063	Egypt Vision 2030
Enhance a seamless digital customer	9 POUSTRY, INNOVATION AND INFRASTRUCTURE	Aspiration 2: Goal 3: World-class	Diversified, Knowledge-based, and Competitive Economy
experience through Al integration.	17 PARTINERSHIPS FOR THE GOALS	infrastructure across Africa.	Governance and Partnerships
Focus on profitability, high performance, and cost optimization.	8 DECENT WORK AND ECONOMIC GROWTH	Aspiration 1: Goal 4: Transformed economies and jobs.	Diversified, Knowledge-based, and Competitive Economy
Create a customer- centric organization.	9 MOUSTRY, INMOVATION AND INFRASTRUCTURE	Aspiration I: Goal I: A high standard of living, quality of life, and well-being for all.	Diversified, Knowledge-based, and Competitive Economy
Continue to play a national role and contribute to major governmental/CBE initiatives.	17 PARTNERSHIPS FOR THE GOALS	Aspiration 3: Goal 2: Capable institutions and transformed leadership in place at all levels.	Governance and Partnerships
Develop exceptional talent to deliver superior results.	8 DECENT WORK AND ECONOMIC GROWTH	Aspiration 1: Goal 2: Well-educated citizens and skill revolutions underpinned by science, technology, and innovation.	Diversified, Knowledge-based, and Competitive Economy



Commitment to the UN Global Compact (UNGC)

NBE is committed to the 10 principles of the United Nations Global Compact (UNGC), which encompass human rights, labor, the environment, and anti-corruption. Our commitments include:

- Supporting and respecting internationally proclaimed human rights.
- Ensuring no human rights violations occur across our operations.
- Upholding the freedom of association and the right to collective bargaining.
- Eliminating all forms of forced and compulsory labor.
- » Abolishing child labor.

- Eliminating discrimination in employment and occupation.
- Taking a precautionary approach to environmental challenges.
- » Promoting greater environmental responsibility.
- » Encouraging the development and diffusion of environmentally friendly technologies.
- » Combatting corruption in all forms, including extortion and bribery.



Climate Change Transition Strategy

NBE is currently working on a Climate Finance Strategy with DAI as part of the "Transforming Financial Systems for Climate (TFSC)" program. This strategy aims to achieve national and global climate goals by embedding climate finance in all guidelines, procedures, tools, and operations. It includes capacity building and knowledge management on climate change and finance, as well as the development of eligible climate subprojects.



Commitment to Nationally Determined Contributions (NDC)

Since 2019, NBE's strategy has embraced the "Roadmap to Sustainable Banking and Finance," aligning with the CBE's sustainable finance principles. With the support of a renowned financing arm, NBE drafted an Environmental and Social Management (ESMS) framework, which is currently under review, to formalize ESMS-related risk identification and categorization.

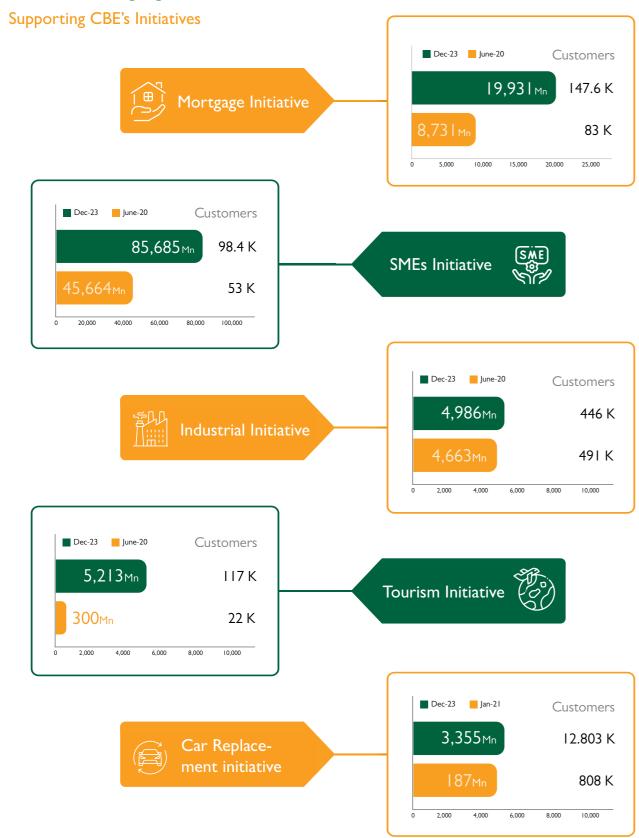


Adherence to CBE's Sustainable Finance Guidelines

NBE's sustainable CSR initiatives align with Goal 2, Equity and Inclusion, through promoting fair opportunities and social well-being for all segments of society. Our contributions to national initiatives also support Goal 5, Sustainable Environment, through focusing on preserving natural resources and promoting eco-friendly practices.



National Role Highlights







PRINCIPLE 2

IMPACT ANALYSIS AND TARGET SETTING

- 2.1 Defining Scope
- 2.2 Portfolio Composition
- 2.3 Context
- 2.4 Impact Assessment
- 2.5 Impact Analysis
- 2.6 Target Setting





IMPACT ANALYSIS AND TARGET SETTING

"We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts"

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Show that your Bank has performed an impact analysis of its portfolio/s to identify its most significant impact areas and determine priority areas for target-setting. The impact analysis shall be updated regularly and fulfil the following requirements/elements.

Scope:

What is the scope of your Bank's impact analysis? Please describe which parts of the Bank's core business areas and products/services across the main geographies that the Bank operates in (as described under 1.1) have been considered in the impact analysis. Additionally, please identify and describe the areas that have not yet been included and provide reasons.

2.1 Defining Scope

As a founding signatory of the PRB initiative, we are committed to enhancing our positive impact and minimizing any negative impacts associated with our portfolio. In alignment with Principle 2, we performed a comprehensive impact assessment of our portfolio to assess and manage our financial and investment activities. In this report, we utilize the latest version of the UNEP FI Portfolio Impact Analysis Tool (version 3) to evaluate the impact of our portfolio in the economic, social, and environmental dimensions.

NBE thoroughly assessed its lending and investment portfolio, showing commitment to incorporating sustainable and responsible banking practices. This comprehensive assessment covers all of NBE's business lines, such as retail banking, SME banking, and corporate banking. Investment banking was not included in the assessment as its share of the portfolio is insignificant. Corporate banking, SME banking, and retail banking represent 53.2%, 26.6%, and 20.2% of the total portfolio, respectively.

2.2 Portfolio Composition

Has your Bank considered the composition of its portfolio (in %) in the analysis? Please provide proportional composition of your portfolio globally and per geographical scope: If your Bank has taken another approach to determine its scale of exposure, please elaborate to show how you have considered where the Bank's core business/major activities lie in terms of industries or sectors, by sectors and industries for the Business, Corporate, and Investment Banking portfolios (i.e., sector exposure or industry breakdown in %), and/or by products and services, and by types of customers for the Consumer and Retail Banking portfolios.

The assessment focuses on the most critical sectors where NBE directs its business, specifically corporate banking and SME banking. These sectors are segmented according to the International Standard Industrial Classification (ISIC) up to the fourth level, providing a detailed view

of NBE's activities and their corresponding impacts. We included 50 sectors, as the UNEP FI tool allows a maximum of 50. These sectors are prioritized based on their share of the respective portfolio, selecting those with the highest share and significant ESG risks.

The Main Sectors Financed Under Corporate Banking Include:

19.22%

General public administration activities



2.62%

Manufacture of refined petroleum products



13.30%

Other monetary intermediation



2.57%

Short-term accommodation activities



7.54%

Real estate activities with own or leased property



2.49%

Construction of buildings



5.69%

Urban and suburban passenger land transport



2.27%

Manufacture of basic iron and steel



3.43%

Passenger rail transport, interurban



2.08%

Electric power generation, transmission, and distribution





The Main Sectors Financed Under SME Banking Include:

11.45%

Animal production



11.21%

Manufacture of food products



7.48%

Wholesale trade, except that of motor vehicles and motorcycles



4.45%

Trusts, funds, and similar financial entities



4.22%

Construction of buildings



3.87%

Manufacture of furniture



2.98%

Retail sale of other goods in specialized stores



2.84%

Manufacture of clothing, except fur apparel



2.64%

Manufacture of basic chemicals, fertilizers and nitrogen compounds, plastics, and synthetic rubber in primary forms



2.62%

Manufacture of other fabricated metal products; metalworking service activities



NBE also assessed its retail banking portfolio, segmented into assets (credits) and liabilities (current accounts and savings accounts).



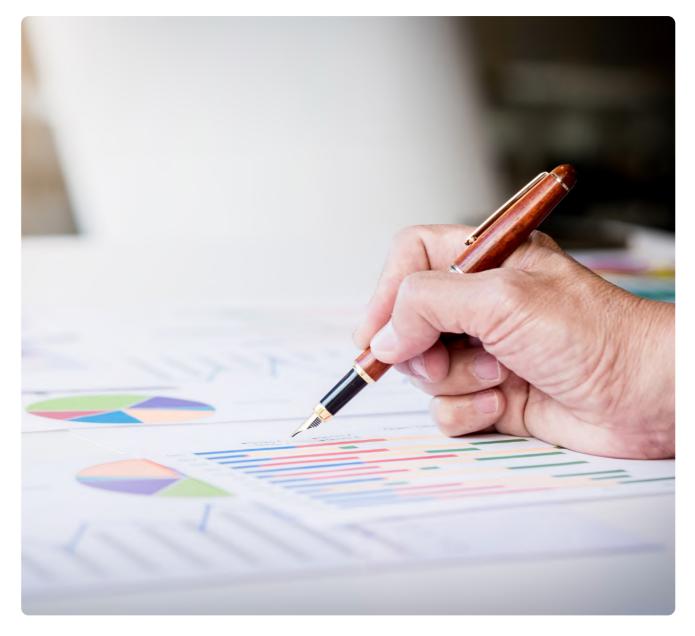
Retail Banking Portfolio

Current and Saving Accounts Portfolio

- » Certificates of deposit
- » Savings accounts
- » Current accounts
- » Other deposit accounts

Credit Portfolio

- » Consumer loans and overdrafts
- » Home loans/mortgages
- » Credit cards
- » Vehicle-related loans





2.3 Context

What are the key challenges and priorities related to sustainable development in the main countries/regions where your bank and /or your clients operate? Please describe how these have been considered and identify the stakeholders you have engaged to help elaborate on this factor of the impact analysis. This step aims to put your bank's portfolio impacts in the context of society's needs.

Our impact analysis is conducted in Egypt, as it represents a significant part of NBE's operations. To ensure an insightful and comprehensive analysis of our operations, NBE collaborated and engaged with environmental, economic, and social experts to identify and highlight Egypt's challenges and focus areas. We thoroughly examined the level of need for all the impact areas highlighted in the portfolio impact analysis tool. To ensure that the assessment considers the country's diverse needs and crucial impact topics, we aligned with Egypt's

key priorities as underlined in Egypt's National Climate Change Strategy (NCCS) 2050 and the recent Voluntary National Review (VNR 2021).

Egypt's main needs are related to integrity and security; health and safety; availability, accessibility, and quality of resources and services; livelihood; equality and justice; infrastructure; socioeconomic convergence; climate stability; biodiversity and healthy ecosystems; and circularity.



Impact Area	Impact Topic	SDGs			
Social					
Integrity and Security of Persons	Conflict	SDG 16			
Health and Safety	Health and Safety	SDG 3			
	Water	SDG 6			
	Food	SDG 2			
Availability, Accessibility, Affordability, and	Healthcare and Sanitation	SDG 3 and SDG 6			
Quality of Resources and Services	Education	SDG 4			
	Mobility	SDG 9 and SDG 11			
	Information	SDG 16			
	Employment	SDG I and SDG 8			
Livelihood	Wages	SDG I and SDG 8			
	Social Protection	SDG I and SDG 10			
Familian and hander	Gender Equality	SDG 5			
Equality and Justice	Age Discrimination	SDG 10			
Socio-ec					
Strong Institutions, Peace, and Stability	Rule of Law	SDG 16			
Strong institutions, reace, and stability	Civil Liberties	SDG 16			
Infrastructure	Infrastructure	SDG 9			
Socio-economic Convergence	Socio-economic Convergence	SDG 10 and SDG 17			
Natural En	nvironment				
Diadivariate and Haalthy Farmer	Air	SDG 11 and SDG 12			
Biodiversity and Healthy Ecosystems	Habitat	SDG 14 and SDG 15			
	Resource Intensity	SDG 12			
Circularity	Waste	SDG 11 and SDG 12			



2.4 Impact Assessment

Based on these first three elements of an impact analysis, what positive and negative impact areas has your bank identified? Which (at least two) significant impact areas did you prioritize to pursue your target-setting strategy? Please disclose.

In the impact assessment, we present the salient impact areas across corporate, SME, and retail banking to identify the significant positive and negative impact resulting from NBE's activities, products, and services.

Corporate Banking Results

Positive Impact Areas

Impact Areas	Impact Topics	Proportion of Portfolio
Livelihood	Employment	94.22%
Healthy Economies	Sector Diversity, Flourishing MSMEs	83.21%
Availability, Accessibility, Afforda- bility, and Quality of Resources and Services	Water, Food, Energy, Hous- ing, Healthcare and Sanitation, Education, Mobility, Informa- tion, Connectivity, Culture and Heritage, Finance	73.37%
Integrity and Security of Persons	Conflict, Modern Slavery, Child Labor, Natural Disasters	36.11%
Infrastructure	Infrastructure	13.34%

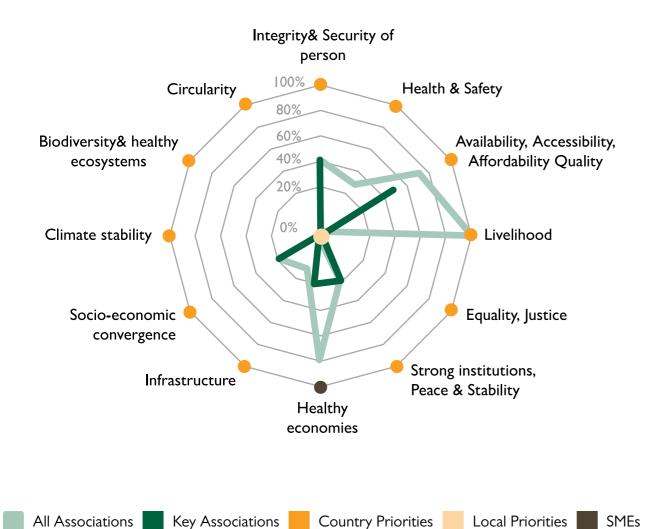


Negative Impact Areas

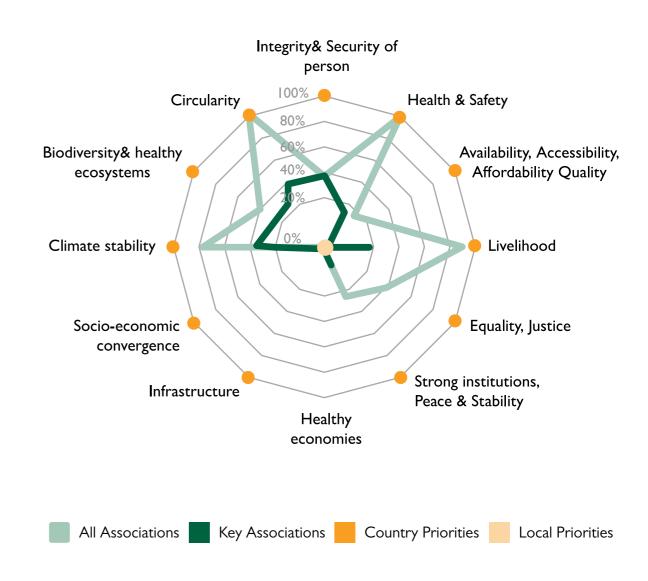
Impact Areas	Impact Topics	Proportion of Portfolio
Health and Safety	Health and Safety	94.22%
Circularity	Resource Intensity, Waste	93.32%
Livelihood	Wages, Social Protection	86.81%
Climate Stability	Climate stability	73.07%
Biodiversity and Healthy Ecosystems	Waterbodies, Air, Soil, Species, Habitat	40.84%



Corporate Banking Positive Impacts Impact areas



Corporate Banking Negative Impacts Impact areas





Corporate Heat Map

	Liveli- hood	Availability, Accessibility, And Quality of Resources	Healthy Economies	Infrast- ructure	Circu- larity	Health and Safety	Climate Stability	Biodiversity and Healthy Ecosystems
General public administration activities								
Real estate activities with own or leased property								
Urban and suburban passenger land transport								
Passenger rail transport, interurban								
Manufacture of refined petroleum products								
Construction of buildings								
Manufacture of basic iron and steel								
Electric power generation, transmission and distribution								
Electric power generation, transmission and distribution								
Other monetary intermediation								
Short-term accommodation activities								

^{*} Green represents a positive impact and orange represents a negative impact.

SME Banking Results

Positive Impact Areas

Impact Areas	Impact Topics	Proportion of Portfolio
Livelihood	Employment	90.06%
Availability, Accessibility, Affordability, and Quality of Resources and Services	Water, Food, Energy, Housing, Healthcare and Sanitation, Education, Mobility, Information, Connectivity, Culture and Heritage, Finance	81.82%
Healthy Economies	Sector Diversity, Flourishing MSMEs	75.78%
Health and Safety	Health and Safety	53.06%
Infrastructure	Infrastructure	25.70%

Negative Impact Areas

Impact Areas	Impact Topics	Proportion of Portfolio
Health and Safety	Health and Safety	90.06%
Livelihood	Wages, Social Protection	90.06%
Circularity	Resource Intensity, Waste	87.06%
Biodiversity and Healthy Ecosystems	Waterbodies, Air, Soil, Species, Habitat	73.64%
Climate Stability	Climate Stability	71.81%

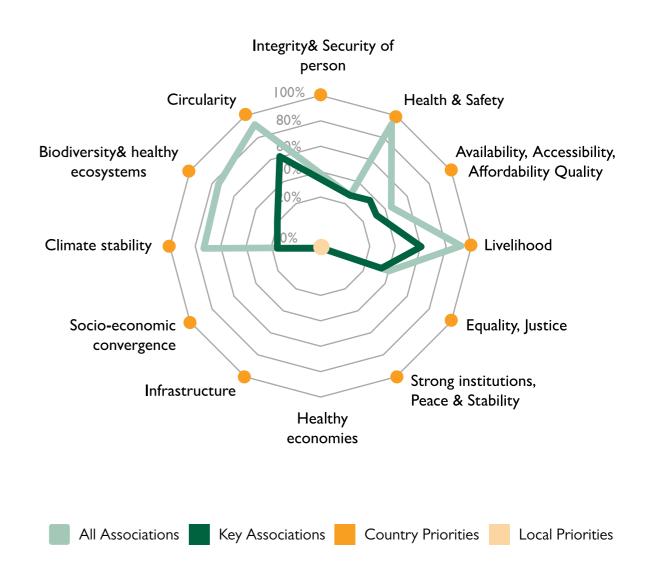


SME Banking Positive Impacts Impact areas



All Associations Key Associations Country Priorities Local Priorities SMEs

SME Banking Negative Impacts Impact areas





SMEs Heat Map

	Liveli- hood	Availability, Accessibility, And Quality of Resources	Healthy Economies	Infrast- ructure	Circu- larity	Health and Safety	Climate Stability	Biodiversity and Healthy Ecosystems
Animal production								
Manufacture of food products								
Wholesale trade, except that of motor vehicles and motorcycles								
Trusts, funds, and similar financial entities								
Construction of buildings								
Manufacture of furniture								
Retail sale of other goods in specialized stores								
Manufacture of clothing, except fur apparel								
Manufacture of basic chemicals, fertilizers and nitrogen compounds, plastics, and synthetic rubber in primary forms								
Manufacture of other fabricated metal products; metalworking service activities								

 $[\]ensuremath{^{*}}$ Green represents a positive impact and orange represents a negative impact.

Retail Banking Impact Areas

Impact Area	Associated Positive Impacts
Finance (Financial Inclusion)	Education, Mobility, Information, Flourishing MSMEs, Socioeconomic Convergence

Prioritised SDGs				
SDGI	SDG2			
SDG3	SDG4			
SDG5	SDG6			
SDG7	SDG8			
SDG9	SDG10			



2.5 Impact Analysis

NBE's Overall Impact Areas

Positive Impact Areas	Negative Impact Areas
Livelihood	Circularity
Financial inclusion	Climate stability
Healthy economies	Health and safety
Infrastructure	Biodiversity and healthy ecosystems

NBE's Positive Impact Areas



Livelihood

Livelihood is one of the key significant positive areas, playing a crucial role in the well-being of communities. To ensure that we contribute to the prosperity of individuals and communities, we proactively support financially diversified sectors through our corporate and SME banking portfolios. These sectors include general public administration activities, other monetary intermediation; real estate activities with owned or leased property; animal production; manufacture of food products; and trusts, funds, and similar financial entities. Our financing of these sectors contributes to the creation of employment opportunities, wages, and social protection, thereby positively impacting the livelihood of our communities.



Financial Inclusion

Financial inclusion, which is represented across all our business lines, is an essential positive impact area. It is also considered a priority for Egypt and is strongly supported by the CBE. We provide several financial products to our retail customers, including current and savings accounts, consumer loans, credit cards, mortgage loans, and vehicle loans. We focus mainly on vulnerable segments, including youth, women, people whose incomes are below the poverty threshold, and unbanked individuals. We are committed to providing financial accessibility to these segments to help fully integrate them into the economy and enhance their quality of life.





Healthy **Economies**

The financing we provide to key sectors through our corporate and SME portfolios contributes to economic prosperity and stability. These portfolios cover a wide range of sectors, such as general public administration activities, real estate activities with owned or leased property, other monetary intermediation, manufacture of refined petroleum products, construction of buildings, animal production, and the manufacture of food products. Our support of SMEs in various sectors fosters sustainable economic growth, providing more opportunities for entrepreneurs and promoting job creation. NBE strives to understand the needs of corporate and SME clients to provide tailored financial solutions that serve responsible business practices and support the economic growth and success of our clients.



Infrastructure plays a pivotal role in driving economic growth and development. Accordingly, we actively finance relevant sectors, including passenger retail transport, building construction, the manufacture of basic iron and steel, and the manufacture of fertilizers, across our corporate and SME banking portfolios. We invest in these sectors to contribute to the enhancement of Egypt's infrastructure and promote sustainable development.



Negative Impact Areas



Circularity

Financing sectors across corporate and SME banking portfolios—such as real estate with owned or leased property, passenger retail transport, the manufacture of refined petroleum products, the manufacture of basic iron and steel, electric power generation, and construction of buildings—can have negative impacts. Circularity is a critical impact area that requires closer and more focused attention to mitigate potential negative effects on waste generation and resource intensity in these sectors. We engage with our clients to foster circular economy principles by promoting resource efficiency, recycling, and waste reduction, which, in turn, foster a circular and sustainable economy.



Health and Safety

Certain financed sectors can negatively impact individuals' health and safety, such as real estate activities with owned or leased property, urban and suburban passenger land transport, passenger rail transport (interurban), the manufacture of refined petroleum products, the construction of buildings, animal production, and the manufacturing of clothing (except of fur apparel). In line with our goal to incorporate responsible practices throughout our portfolio, we are committed to ensuring our clients have regulatory licenses. We are dedicated to supporting our clients in adopting and reinforcing best practices, ensuring compliance with strict health and safety standards to minimize potential negative effects on individual well-being.



Climate Stability We recognize that we finance some sectors that contribute to GHG emissions and climate change, including real estate activities with owned or leased property, passenger retail transport, the manufacture of refined petroleum products, the manufacture of basic iron and steel, electric power generation, animal production, and the manufacture of food products. NBE is working with clients to support their transition to cleaner and more sustainable resources by promoting investment in renewable energy, fostering energy efficiency initiatives, and providing solutions for sustainable transportation, thereby maintaining climate stability.



Livelihood

The negative impact of these sectors is reflected in the livelihood impact area, such as the issue of wage inequality. NBE works with its clients to reinforce the importance of wage equality, which improves the quality of life of vulnerable individuals.



Biodiversity and Healthy Ecosystems Biodiversity and healthy ecosystems are essential for environmental stability. Some sectors financed through our corporate and SME portfolios have a negative impact on biodiversity and healthy ecosystems, including real estate activities with owned or leased property, urban and suburban passenger land transport, the manufacture of refined petroleum products, the construction of buildings, the manufacture of basic iron and steel, animal production, and the manufacture of food products. We are committed to maintaining and preserving environmental and ecological stability; therefore, we are dedicating efforts to engage with all our clients to foster sustainable land use practices and habitat preservation. This can be achieved by supporting initiatives that encourage and prioritize ecosystem restoration and biodiversity conservation. Such efforts are a manifestation of our commitment to protecting and preserving natural heritage and healthy ecosystems.





Self-Assessment Summary: Which of the following components of impact analysis has your bank completed in order to identify the areas in which your bank has its most significant (potential) positive and negative impacts? ✓ Yes In progress No Scope: Portfolio composition: ✓ Yes In progress No Context: ✓ Yes In progress No ✓ Yes Performance measurement: In progress No Which most significant impact areas have you identified for your bank as a result of the impact analysis? Livelihood, financial inclusion, healthy economies, and infrastructure have been identified as key positive impact areas. Circularity, climate stability, health and safety, and biodiversity and healthy ecosystems have been identified as key negative areas of impact. How recent is the data used for and disclosed in the impact analysis? Up to 6 months prior to publication Up to 12 months prior to publication Up to 18 months prior to publication Longer than 18 months prior to publication



2.6 Target Setting

Target Setting (Key Step 2)

Show that your bank has set and published a minimum of two targets that address at least two different areas of most significant impact that you identified in your impact analysis.

The targets must be specific, measurable (qualitative or quantitative), achievable, relevant, and time-bound (SMART). Please disclose the following elements of target setting (a-d) for each target separately:

a. Alignment: Which international, regional, or national policy frameworks have you identified as relevant to align your bank's portfolio with? Show that the selected indicators and targets are linked to and drive alignment with and greater contribution to appropriate SDGs, the goals of the Paris Agreement, and other relevant international, national, or regional frameworks.



b. Baseline: Have you determined a baseline for selected indicators and assessed the current level of alignment? Please disclose the indicators used as well as the year of the baseline.



c. SMART targets: (including KPIs): Please disclose the targets for your first and second areas of most significant impact, if already in place (as well as other impact areas, if in place). Which KPIs are you using to monitor progress toward reaching the set target? Please disclose.



d. Action plan: Which actions, including milestones, have you defined to meet the set targets? Please describe.



NBE selected financial inclusion and circularity as the most significant impact areas to set targets on. The Bank is currently working on setting qualitative engagement targets for the identified impact areas to maximize positive outcomes and reduce any negative effects tied to our portfolio. After the targets are established, NBE will develop an implementation plan and monitoring procedures to ensure these goals are achieved. Progress on meeting the targets will be reported once they are in place.





2.6.1 Financial Inclusion

A. Understanding Egypt's Context

Egypt is regarded as a youthful society, with over half of its population being under the age of 25. In 2022, females made up about 49.5% of Egypt's total population. According to the World Bank Global Findex Data base, Egypt's financial inclusion rate has improved significantly in the past four years, reaching 56% in 2021 relative to 33% in 2017.

Financial inclusion is a key pillar in supporting various targets within Egypt's Vision 2030, the country's Sustainable Development Strategy (SDS), particularly in fostering a competitive and diversified economy. By promoting financial inclusion, the state aims to integrate economic and social justice. The SDS strives to enhance financial inclusion by increasing access to financial services for hard-to-reach consumers in rural and remote areas. It also aims to improve financial literacy, enhance consumers' financial skills, develop innovative financial products tailored to their needs, and establish robust consumer protection frameworks for those engaging with the financial and banking sectors.

In alignment with Egypt's commitment to advancing financial inclusion, the CBE published its Financial Inclusion Strategy (2022-2025), which is the inaugural report detailing the scientific approach used to assess the level of financial inclusion in Egypt, focusing on access, usage, and quality of financial services. The report aims to establish targets and guide the development of a financial inclusion strategy while also identifying key implementation priorities.

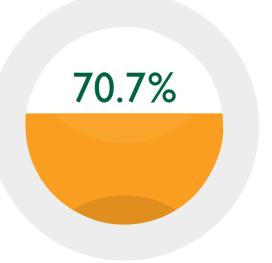
The CBE has created a gender-disaggregated financial inclusion database for consumers, utilizing the national ID number as a unique identifier to gather data from banks and financial service providers, including Egypt Post. The database shows a significant rise in financial inclusion rates between 2016 and December 2023, with a 174% growth rate. As a result, the number of consumers with transactional accounts reached 46.9 million, representing 70.7% of the eligible population (16 years and older), which is estimated at 66.4 million adults according to the 2023 population census.

Financial Inclusion Rate

Ownership of transactional accounts by individuals (16 years+)

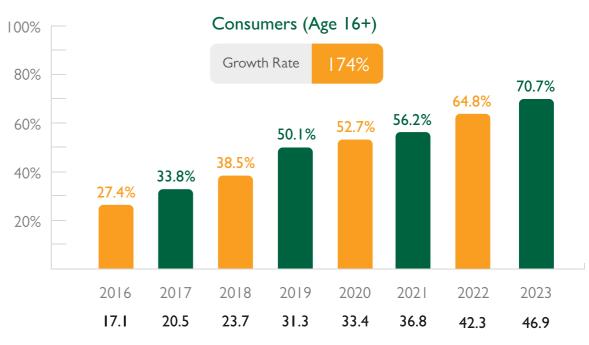
46.9 Million Adults Out of a total of 66.4 million adults

* Source: Fl datahub. December 2023



Financial Inclusion Progression

2016 - December 2023



Financially Included Customers (Millions)





B. Setting the Baseline

NBE collected data for its retail banking portfolio segmented by age and geographical location. The baseline for the data is as of December 2023. Additionally, we are working on segmenting our retail portfolio by gender and income, which enables us to tailor our products and services to

meet the specific needs and preferences of our diverse customer groups. Income levels also significantly influence financial behavior and needs, which require tailored offerings that are convenient for the groups of each income level.

» Age

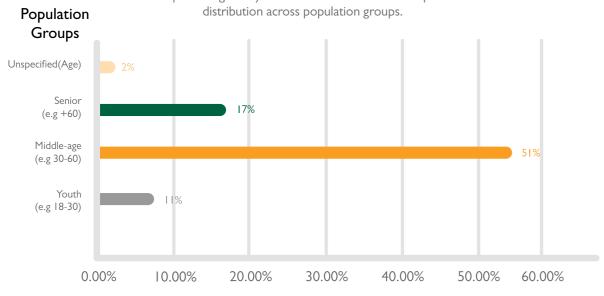
Most of our liability customers are from the middle-aged adults group, as they represent 51% of the total number of retail customers, followed by 17% and 11% representing older adults and youth groups, respectively. The youth category represents 7% of the current and saving accounts

and 4% of the credit accounts. The below age segmentation is based on UNEP FI Portfolio Impact Analysis Methodology that aggregates all products under each category of retail banking (assets and liabilities), which differs from the Bank's segmentation for each category.

Age Group	Number of Customers	Current and Savings Accounts	Credit Accounts
Older adults (+60)	17%	37%	23%
Middle-aged adults (30–60)	51%	56%	73%
Youth (18–30)	11%	7%	4%

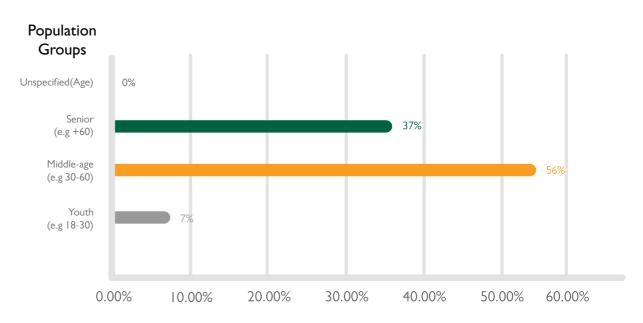
Indicator I: Number of customers

Please note that this bar chart does not show percentages because if the same customers benefit from multiple products, some percentages may exceed 100%. The bars show product



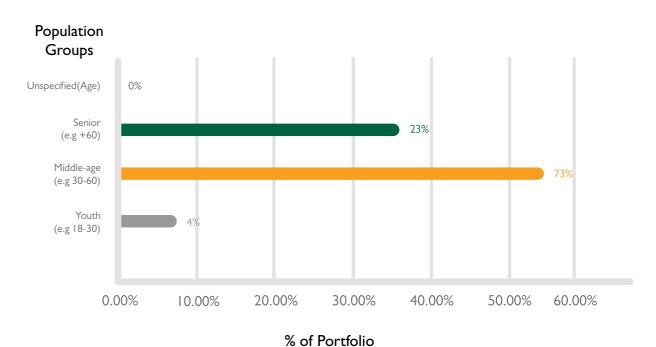
% of Portfolio

Indicator I: Amount (current accounts and savings)



% of Portfolio

Indicator I: Amount (credit)

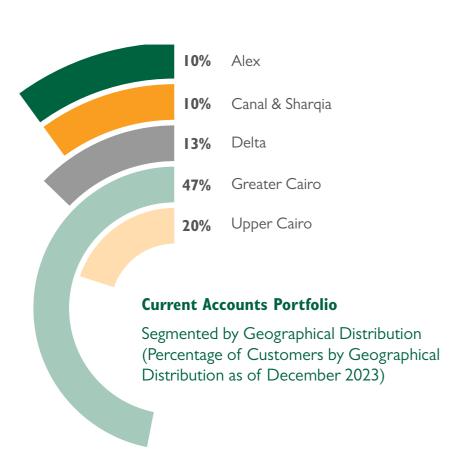


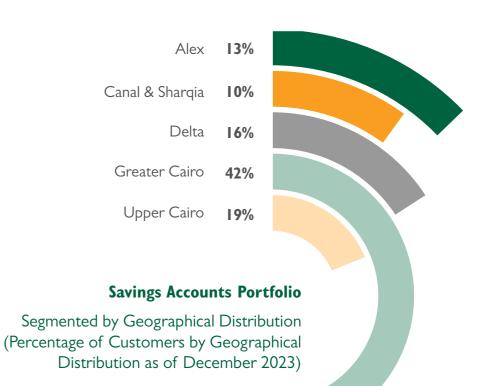


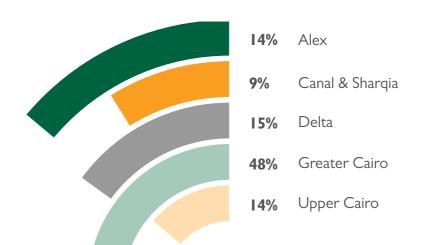
» Geographical Distribution

NBE is currently facing a challenge regarding the data availability for its retail banking portfolio segmented into urban and rural areas. We classified our retail banking portfolio into five geographical areas, presented in the table below. Our baseline data for the presented geographical distribution is as of December 2023. Greater Cairo represents the largest share of NBE's facilities

and number of retail customers, while the Canal and Sharqia, followed by the Delta region, have the lowest shares of NBE's facilities and number of retail customers. NBE is currently working on updating its geographical classification into urban and rural areas to match the CAPMAS and UN-EP-FI classification.



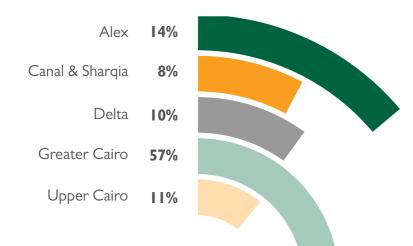




Certificate of Deposits Portfolio

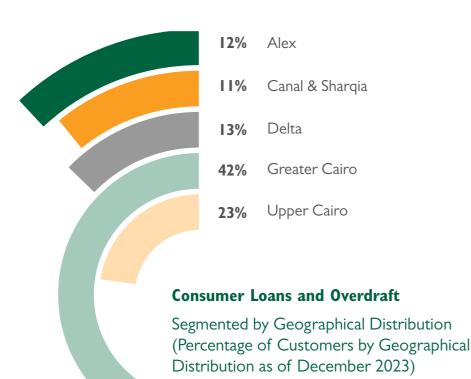
Segmented by Geographical Distribution (Percentage of Customers by Geographical Distribution as of December 2023)

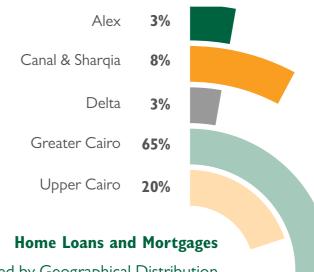




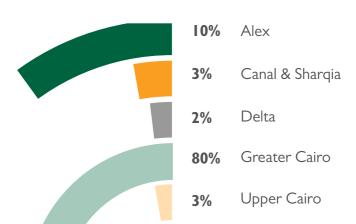
Credit Cards

Segmented by Geographical Distribution (Percentage of Customers by Geographical Distribution as of December 2023)





Segmented by Geographical Distribution (Percentage of Customers by Geographical Distribution as of December 2023)



Vehicle Loans

Segmented by Geographical Distribution (Percentage of Customers by Geographical Distribution as of December 2023)



C. Performance Indicators and Target Setting

NBE is working on segmenting its retail portfolio by gender and income, which enables us to tailor our products and services to meet the specific needs and preferences of our diverse customer groups. To ensure accurate measurements, NBE is currently working on updating its geographical

classification into urban and rural areas to match the CAPMAS and UNEP-FI classification. In the upcoming years, NBE will set a quantitative target to increase the products and facilities offered to most vulnerable groups.

Following the UNEP-FI financial inclusion target-setting guideline, the Bank has defined the following core indicators for measuring its performance in achieving financial inclusion.

Indicator	Data Source	Level
No. of products and services in the portfolio with a focus on financial inclusion	Based on internal data: Measures how many of the products and services in the portfolio have a financial inclusion focus. We deem a product or service to have this focus when its design facilitates access and use by the prioritized customer. These products and services include, for example, no-fee savings account, low-interest microloan, offline access, or sim-based banking apps, etc.	Actions
% of relevant employees supported by effective training on financial inclusion, responsible credit, and/or financial health	Based on internal data: Measures the percentage of relevant employees supported by effective training on financial inclusion, responsible credit, and/or financial health, including training on how to attend to the needs of prioritized groups. The Bank evaluates the effectiveness and success of an initiative by assessing the extent to which participants' skills improve, thereby increasing their ability to achieve the desired outcomes. Relevant employees are the ones the Bank prioritizes in the training program due to their direct impact on customers' financial health.	Actions
No. of new custom- ers per year	Based on transactional data: Measures the number of new customers per year. Once the Bank sets a target, this indicator can become a KPI to measure the percentage of new customers, from the prioritized groups, per month.	Output
% of customers actively using the online/mobile banking platform/tools	Based on transactional data: Measures the percentage of customers logging in, at least once a month, to one of the following digital platforms (measure those applicable for your bank): online internet banking, mobile phone banking, and/or digital tools.	Outcome



Indicator	Data Source	Level
% of customers with two or more active financial products, from different categories, with the Bank	Measures the percentage of customers with two or more active financial products, from different categories, with the Bank. Active in this context means the product has at least one usage per month. Category means credit/debt, savings/deposit/payment, insurance, investment, etc.	Impact
No. of individuals sup- ported by dedicated and effective financial and/or digital education initiatives	Measures the number of users (customers and non-customers) of financial and/or digital skill-building initiatives offered by the Bank. An initiative encompasses courses, programs, training videos, articles, SMS education campaigns, etc. Dedicated in this context means that the initiative was specially created for a defined group of individuals (in many, cases a prioritized group). Effective means that the Bank has measured if the initiative is successful in generating the desired results of stronger financial skills, and thus, any individual that is supported by the initiative will achieve the desired results.	Output
No. of customers with a non-performing loan	Measures the percentage of customers with past- due loans ("past due" is defined differently by poli- cies at each bank) compared to the total amount of customers with loans in the Bank's lending portfolio.	Outcome



2.6.2 Circularity

A. Alignment

NBE will align its circularity targets with the following national frameworks:

Egypt Vision 2030

The third strategic goal under Egypt Vision 2030, Integrated and Sustainable Environmental System, focuses on adhering to the global development model that emphasizes the preservation and effective management of natural resources, maintaining their biodiversity and preventing their unjust exploitation. It strives to enhance economic growth rates while mitigating the associated air and water pollution and overall asset



degradation. Moreover, this goal promotes the adoption of innovative economic models, including circular and green economies, to decouple economic growth from excessive reliance on natural resources, minimize resource waste and consumption, and create new green collar jobs.

Egypt's Sustainable Energy Strategy

Leveraging Egypt's vast land, sunny climate, and strong wind speeds, the country is an ideal location for renewable energy projects. Egypt's Sustainable Energy Strategy for 2035 aims to boost the share of renewable energy in electricity generation and enhance energy efficiency.

The National Climate Change Strategy

Egypt has launched its National Climate Change Strategy 2050 (NCCS 2050) to address the challenges posed by climate change. The NCCS 2050 aims to manage the impacts of climate change in a way that achieves national economic and developmental goals through a resilient, low-emissions approach.



B. Performance Measurement and Targets

This year, NBE will adopt a qualitative target-setting approach through setting engagement targets to mitigate its negative impact on circularity. The Bank will start a pilot engagement exercise with clients in major sectors under corporate banking and SMEs banking that negatively contribute to circularity. We will engage with our top clients in the key sectors identified through conducting circularity workshops to improve their understanding of circular solutions and support

their transition toward a circular economy. We will send data requests to clients to better understand the alignment of their economic activities with the targets and goals of circular economy. To prepare for such engagements, NBE will conduct training sessions for the relationship managers who are in direct contact with the Bank's clients to raise their awareness on sustainable finance and circularity.

The key sectors that NBE targets to engage with:

Sectors under Corporate Banking:



Real estate activities with owned or leased property



Manufacture of basic iron and steel

Sectors under SMEs Banking



Manufacture of food products



Recycled plastic



Manufacture of basic chemicals, fertilizers and nitrogen compounds, and plastics and synthetic rubber in primary forms

Following UNEP-FI Circularity Guideline, NBE identified the following client engagement actions and indicators:



Engage with clients to collect data, starting with key clients and progressively broadening to all clients.

Actio 2

Engage with clients to raise their awareness and share knowledge and expertise on circular economy.

Actio 3

Engage with clients to determine appropriate KPIs to assess and monitor the circularity of projects or activities.



NBE will report on the number of circular economy workshops and number/percent of client participation/engagement. Relevant to each sector's nature, water efficiency, energy efficiency indicators, and waste indicators will be collected to reference key impact indicators for circularity,

noting that the indicators are collected from the UNEP-FI PRB indicator library. NBE will work on collecting data for these indicators to properly and accurately set quantitative targets in the upcoming years.



Water Efficiency Indicators

- Water use reduction (m3 p.a. or %)
- Water use intensity (m3/product)
- Water use efficiency (m3/EGP)
- » Water reuse/recycled in production processes (m3 p.a. or %)
- % reduction in water withdrawals per business unit
- » % reduction of water discharge per business unit
- » % reduction of product water intensity per business unit
- » % increase in water use met through recycling/reuse



Energy Efficiency Indicators

- Energy Purchased: Non-renewable (KWh)
- Energy Purchased: Renewable (KWh)
- Energy Purchased: (Total KWh)
- Energy use reduction (GWh p.a. or %)
- Energy efficiency (GWh/EGP)



Waste Indicators

- » Amount of total waste generated (ton/year)
- » Amount of hazardous waste generated (ton/year)
- » Amount of waste recycled (tons/ year)
- » Amount of waste disposed in sanitary landfills (tons/year)
- » % of waste recycled (tons/year)
- » % of waste disposed in sanitary landfills (tons/year)
- Resource efficiency (tons of input material/tons of product)

Self-Assessment Summary

Which of the following components of target-setting in line with the PRB requirements has your bank completed or is currently in a process of assessing for your impact assessment?

	First area of most significant impact: Financial Inclusion	Second area of most significant impact: Circularity
Alignment	✓ Yes ☐ In progress ☐ No	✓ Yes ☐ In progress ☐ No
Baseline	☐ Yes☑ In progress☐ No	Yes✓ In progressNo
SMART targets	☐ Yes☑ In progress☐ No	Yes✓ In progressNo
Action plan	☐ Yes☑ In progress☐ No	Yes✓ In progressNo





CLIENTS AND CUSTOMERS

- 3.1 Client Engagement Toward Inclusive Growth
- **3.2 Impactful Business Opportunities**





CLIENTS AND CUSTOMERS

"We will work responsibly with our clients and customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations."



3.1 Client Engagement Toward Inclusive Growth

Client Engagement	
Does your bank have a policy or engagement process with clients and customers in place to encourage sustainable practices?	
☐ Yes ✓ In progress ☐ No	
Does your bank have a policy for sectors in which you have identified the highest (potential) negative impacts?	
☐ Yes ☐ In progress ☐ No	
Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities. This should include information on relevant policies, actions planned/implemented to support clients' transition, selected indicators on client engagement, and, where possible, the impacts achieved.	
This should be based on and in line with the impact analysis, target-setting, and action plans put in place by the bank	

NBE has taken significant action toward engaging our clients in our journey to responsible banking. As our enablers of responsibility, our clients play a pivotal role in manifesting our goals toward sustainable finance and responsible lending.

Although it is not yet fully established, we are working on implementing an Environmental and Social Risk Management System (ESRM) within NBE to assess the risks associated with our portfolios and collaborate with our clients to explore ways to manage their environmental and social risks. Our clients are also screened against the CBE's exclusion list, as well as other international lists in cases where loan agreements are granted from the proceeds of international credit lines, to ensure that our portfolio avoids severe E&S risks.

Our shared journey with our clients involves raising awareness and building capacity to empower their shift toward responsible and sustainable practices. Through various awareness sessions, training programs, and sustainability initiatives, we are enabling our clients across all business lines to expand their knowledge of responsible operations, helping them proceed with their economic activities responsibly and sustainably.

To promote sustainable practices and facilitate the transition to a low-carbon economy, NBE has taken a proactive approach by developing a comprehensive ESG assessment questionnaire. This questionnaire is specifically designed to engage the Bank's SME clients, as well as NBE's large and medium corporate clients operating in the energy, agricultural, and chemicals sectors. The primary objective of this initiative is to raise awareness among these clients about the importance of ESG factors and encourage them to gain a deeper understanding of their status in sustainable operations. By tailoring the assessment questions to the specific needs of each industry, we aim to provide targeted support and guidance to our clients as they embark on their sustainability journeys.

As NBE targets circularity as one of its most significant impact areas, it intends to initiate engagements with the key sectors that have the largest negative impact on circularity, aiming to raise their awareness regarding circularity and assess their maturity levels, ultimately supporting them in their transition toward a circular economy. Such engagement focuses on collecting both qualitative and quantitative data on energy efficiency, water efficiency, and waste relative to each sector's nature and type of activity.





Engaging with Retail Clients

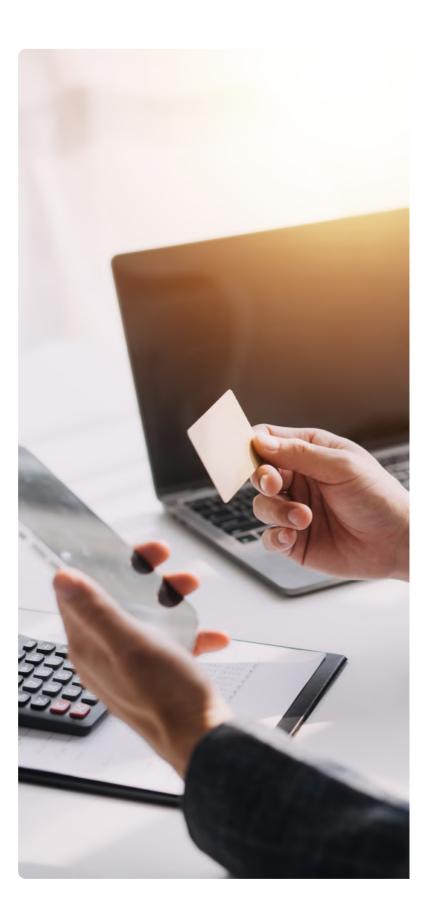
To encourage utilization and further customer engagement across NBE's mobile and internet banking channels, a mega end-of-year customer contest was launched, called "The more you click, the more you win!", promoting registrations and encouraging customers to activate and conduct transactions through these digital platforms. The campaign resulted in a significant surge in registrations and improved utilization, which resulted in an overall rate of 140% in terms of new activations and 211% in terms of new financial transactors added to our portfolio—compared to the average benchmark of activity without a campaign awarding cash prizes to the most active users.





During 2023, we supported the mobile wallet "PhoneCash" registration and activation ratios by running a full-year booster campaign that offered newly registered customers a "Welcome Gift." This initiative successfully elevated activation and usage rates, whereby the Active Financial transactors proportion reached 14% of the portfolio, while fostering greater engagement with our valued customers. These campaigns support the Indirect cost saving as it off loads branches and contact center from basic transactions that could be executed digitally, therefore enhances cost to serve optimization and supports sustainability in terms of "Go green" initiatives.

The "Data Confidentiality Awareness Campaign," held in collaboration with Meeza Digital Network, aimed to educate customers about the risks associated with sharing passwords or OTPs, thereby safeguarding them from fraud.



Engaging with SME Clients

To expand digital capabilities for our clients as part of our non-financial services, we have partnered with four service providers in the e-commerce and digital marketing fields. This collaboration provides our clients with essential digital tools for their businesses, including online shop establishment, supply chain management, and secure transaction and order tracking systems.



3.2 Impactful Business Opportunities

Business Opportunities

Describe the strategic business opportunities, related to the increase of positive and the reduction of negative impacts, that your bank has identified and/or how you have worked on these during the reporting period. Provide information on existing products and services, information on developed sustainable products in terms of value (in USD or local currency) and/or as a % of your portfolio, and which SDGs or impact areas you are striving to make a positive impact on (e.g., green mortgages—climate, social bonds—financial inclusion, etc.).

A. Financial Inclusion at NBE

NBE is a leader in advancing financial inclusion and improving Egypt's educational system. This influence is demonstrated through the Bank's direct services and products, as well as its investments in prominent fintech, e-payment, financial services, and microfinancing companies. To ensure broad accessibility, NBE offers an extensive array of digital banking and online support services through its website.















» Empowering Women

NBE's business development centers have taken significant steps to advance the knowledge of female entrepreneurs. We have evaluated the readiness of 30 women-led projects through sessions conducted separately with each female entrepreneur. We have also prepared training materials to train NBE's female clients.

Furthermore, NBE secured a grant of EGP 200 mn from the Micro, Small, and Medium Enterprises Development Agency (MESMEDA) to bolster support and financing for female entrepreneurs and small business owners. NBE's objective is to empower women-led enterprises across all

» Youth Empowerment

Through our Youth in Business (YIB) project, presented in cooperation with the European Bank for Reconstruction and Development (ERBD), we support and qualify distinguished youth by enabling them to establish or operate small or medium-sized businesses. Young entrepreneurs are trained in technical and managerial areas at a reduced cost. Since the start of the program, 18 training courses have been conducted, preparing 300 young people to become business owners. We have also provided 72 advisory services to young businesspeople.

Egyptian governorates, whether they are startups or established businesses (as defined by the CBE for companies managed or owned by



women). This funding has facilitated 656 projects across diverse sectors, including the industrial, commercial, service, and livestock industries. We have also delivered a series of workshops, training, and capacity building programs at Baheya Hospital. Under the Egyptian Family Development Program, we offered training for women in Fayoum governorate and provided financial inclusion programs and funding initiatives for entrepreneurs.

We conducted financial literacy sessions for university students at Helwan University and Al Nahda University in Beni Suef, and workshops have been conducted for startups and entrepreneurs to support them and enhance their qualifications and competencies.















» PWD Empowerment

Hemma SME's Program for People with Disabilities (PWDs) provides PWD clients with financing to purchase the equipment, tools, supplies, and raw materials essential for their business operations. Through this program, we have successfully integrated PWDs into the financial system to assist them in their entrepreneurial pursuits. The program provides financing of up to EGP 100,000 with special interest rates.

Through our collaboration with the Noor Al-Basirah Association, we provided account opening guides and product/service request forms in Braille. NBE's employees are also present at the association's various branches during financial inclusion initiatives to market our products.



B. Financial Literacy

NBE's literacy programs are diverse and broad in scope, covering many governorates. Our notable achievements include the following:



Collaboration with World Food Program (WFP)

In collaboration with the World Food Program (WFP), we have financially educated almost 10,000 citizens across 35 cities in five governorates.



Total Students in Universities

A total of 12,000 students have been educated across various universities in Egypt.



Hayah Karima Program

Under the Hayah Karima Program, we have financially educated almost 15,000 citizens across 136 cities in nine governorates.



Collaboration with the General Authority for Adult Education

In collaboration with the General Authority for Adult Education, we contributed to the development of the educational material for the adult literacy program, resulting in the training of 10,000 citizens.







C. Sustainable Finance for SMEs

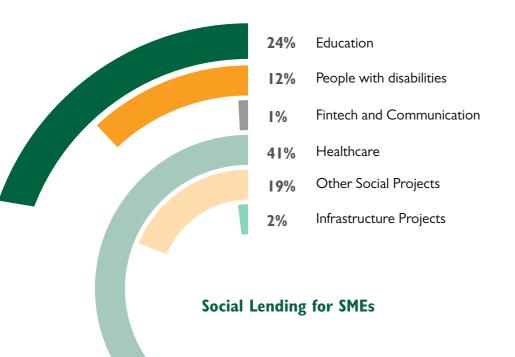
A total of EGP 10,604.9 mn was allocated for social projects in 2023. The healthcare sector received 41% of that sum, followed by the education sector with 24%. As part of our commitment to circularity, the waste management sector received 30% of all our financing for the environmental sector, followed by the water sector.

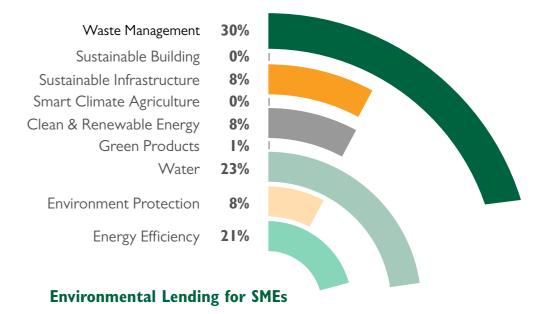














Programs for SMEs

Under the Green Loans Program, NBE has 15 finance programs in place, in cooperation with multilateral banks, to finance green initiatives. Those include the EBRD GEFF, EIB, AFD FiC, AFD TFSC, and the Egyptian Pollution Abatement Programme (EPAP III). NBE is partnering with clients to finance sustainable projects, such

as energy efficiency, emissions reduction, and waste reduction, by offering finance programs granted by multilateral development banks.









The Sustainable Green Finance Initiative

This initiative was launched with a sum of EGP I bn within the agricultural development program to SME customers in cooperation with the Commercial International Bank (CIB). The initiative provides facilities for customers engaged in agricultural activity, approving facilities for certain groups. This includes providing financing at a rate of return of 3% for projects managed by women, financing agricultural cooperatives at a rate of return of up to 4%, and providing technical advice to SME customers.

NBE Business Banking Program: Green Lending Products

Green lending products for SMEs through the NBE Business Banking program include:

- » Irrigation system products
- » Paper waste recycling products
- » Plastic waste recycling products
- » Renewable energy for agriculture sector products

Replacing Diesel Pumps with Solar-Powered Pumps

We have partnered with the IFC in a program that replaces diesel pumps with solar-powered ones. The financed amount of IFC Irrigation and Solar Energy Applications program reached EGP 262 mn for 269 customers.



Vehicle Replacement

This initiative is conducted in collaboration with the CBE. It aims to reduce GHG emissions and ease the transition to a low-carbon economy by motivating clients to replace their current vehicles with vehicles that run on dual fuel. As of December 2023, the initiative has resulted in a substantial portfolio of approximately EGP 3.35 bn for 12,800 customers.

Skills in Business (SIB)

This is an integrated program supported by EBRD to provide rapid-growth SME customers with loans and nonfinancial advisory services. The financed amount of the SIB program reached EGP 508.3 mn, equivalent to USD 20 mn, which is the total credit line.

Green Economy Financing Program (GEFF)

The GEFF is an EBRD program providing 61 SME customers with financing worth approximately USD 53.2 mn.

AFD Program

Under the Finance in Common (FIC) Sustainable Development Financing Program, our goal is to finance all economic activities that contribute to SDGs, including projects in the education, health, energy, food, land, and water sectors, as well as sustainable cities initiatives. The financed amount reached EUR 50 mn, and NBE was able to withdraw EUR 13.3 mn.





Plug and Play

A partnership with the Information Technology Industry Development Agency (ITIDA), in collaboration with Plug and Play as a founding partner of the Ibdaa community, to provide nonfinancial services to startups.

Customized Financing for the SMEs of PWDs

We are the first in the banking sector to offer customized financing for SME customers owned or managed by PWDs.

Financing Women Entrepreneurs

NBE secured a grant of EGP 200 mn from MESMEDA to bolster support and financing for women entrepreneurs and small business owners. Our goal is to empower women-led enterprises throughout all Egyptian governorates, whether they are startups or established businesses (as defined by the CBE for companies managed or owned by women). This funding has facilitated 656 projects across diverse sectors, including the industrial, commercial, service, and livestock industries.

NBE Clinic

The NBE Clinic plays a crucial role as a nonfinancial service within the business development team, facilitating collaboration across NBE's SME-focused teams. This synergy extends NBE's comprehensive support offerings to entities supporting entrepreneurs, startups, and SMEs, encompassing accelerators, incubators, and creative communities.

The NilePreneurs initiative

The NilePreneurs initiative, launched by the CBE in 2019 in cooperation with the Egyptian banking sector, supports startups and SMEs in the fields of manufacturing, agriculture, and digital transformation by providing nonfinancial services.



We have injected notable financing into social and environmental projects for retail, SMEs, and large corporate clients, leveraging opportunities for sustainable finance.

12,800 Total Customers



18 Total Training Programs



8,270 Total Beneficiaries



D. Sustainable Finance for Large Corporates

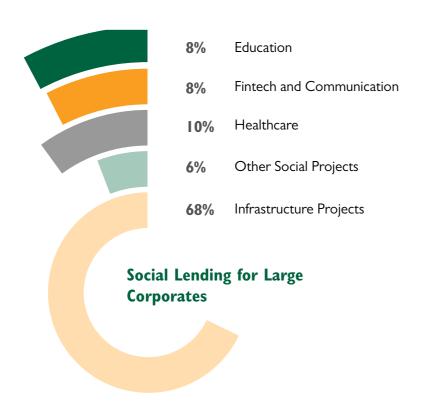


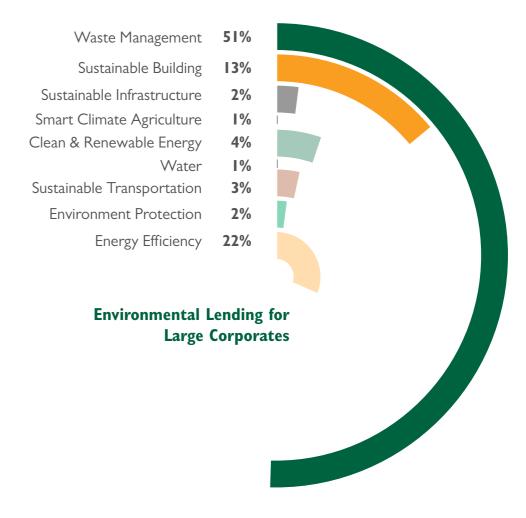














NBE has been eager to provide sustainable finance to the large corporate sector for both social and environmental purposes with sums of EGP 46,598.6 mn and EGP 44,022.2 mn, respectively. In the social aspect, we have allocated a total of EGP 31,733.3 mn to infrastructure projects. Finance was also injected in the healthcare and education sectors, at 10% and 8.2% of total social SME lending, respectively. This emphasis on sustainable social finance marks our dedication to supporting underprivileged communities

through improving access to essential services, such as education, healthcare, and affordable housing, thereby promoting equitable societal development. For environmental purposes, our greatest contribution has been to the waste management, energy efficiency, and sustainable building sectors. Our dedication to circularity is evident in our financing of the waste management sector, as it constitutes 51.3% of all finance allocated to the large corporate projects that contributes positively to the environment.



D. Sustainable Finance for Retail Banking

NBE has also developed 13 products and services within the retail banking sector to foster sustainable financing. These offerings cater to environmental aspects and include products designed to support green initiatives and sustainable practices, and they include:

- » An initiative launched in collaboration with the Ministry of Finance to fund the conversion of obsolete cars to run on dual fuel.
- » Financing the conversion of cars to run on natural gas, in cooperation with Master Gas company, one of the TAQA Gas group companies. Financing reached EGP 450,000 for 45 units as of December 2023.
- Gas financing for residential/commercial units in cooperation with gas companies, contracting with NBE, that have concessions in real estate projects. We have reached EGP 289 mn for 2,423,309 units as of December 2023.
- » Activating the e-statement service for customers who hold credit cards to enable them

to receive their credit card account statements via e-mail instead of printing them on paper.

- » Issuing a credit card product for companies to reduce the circulation of paper money in companies' transactions with suppliers.
- » Stopping the printing of certificates and replacing them with text messages.
- » Launching a service to stop printing account statements and replace them with e-statements on NBE's Internet banking platforms.
- NBE started using QR codes to include all its announcements, offers, and non-financial info to reduce using print copies that were previously included with welcome letters and print statements for credit cards.









NBE Bus Branch

Under this initiative, NBE provides its services through mobile units that provide a range of convenient banking services, revolutionizing the traditional bank branch model and enhancing accessibility and efficiency for customers. The bus branch has a notable impact on financial inclusion, as it extends NBE's reach to remote areas and provides clients with an innovative and facilitated banking experience.

CBE's Mortgage Initiative

NBE has embraced the CBE's mortgage initiative by providing housing at low cost to people with low and middle incomes. We have allocated EGP 20 bn to 152,392 customers as of December 2023.

Microfinance at NBE

At NBE, we are dedicated to assisting microenterprises on their journeys to growth and sustainability. This dedication has been enabled and enhanced through notable partnerships with organizations that have worked with us to promote microfinance across Egypt.

One such partnership is our 14-year collaboration with Al Tadamun Microfinance Foundation, which promotes socioeconomic sustainability by providing microloans to encourage entrepreneurship and self-reliance among underserved communities. Through this alliance, NBE is contributing to the broader goal of building a more inclusive and sustainable economic landscape.

Another partnership is with Tamkeen, our microfinance and electronic payment arm. To provide nontraditional financial services, such

as e-payment activities, nonbanking financial services, and all microfinance products, a new financial technology (fintech) platform has been launched by Tamkeen. The platform serves financially underserved groups and integrates its activities with various financial systems and NBE services. It aims to reach all target groups across the country's governorates, ensuring their financial inclusion. The platform's launch aligns with the broader national strategic goal of digital transformation. Spreading financial services will create new direct and indirect jobs and enhance the workforce's skills. Since its launch, user activity has increased to EGP 6.205 bn in December 2023, compared to EGP 5.251 bn in December 2022, achieving an increase of 18%.





PRINCIPLE 4

STAKEHOLDERS

- 4.1 Key Stakeholder Groups
- 4.2 International Collaborations and Strategic Objectives
- 4.3 Strategic National Sustainability Partnerships





STAKEHOLDERS

"We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals."



Stakeholder Identification and Consultation

Does your bank have a process to identify and regularly consult, engage, collaborate, and partner with stakeholders (or stakeholder groups) you have identified as relevant to the impact analysis and target-setting process?

Yes	✓ In progress	No
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Please describe which stakeholders (or groups/types of stakeholders) you have identified, consulted, engaged, collaborated, or partnered with to implement the principles and improve your bank's impacts. This should include a high-level overview of how your bank has identified relevant stakeholders, what issues were addressed/results achieved, and how they fed into the action planning process.

4.1 Key Stakeholder Groups

At NBE, we maintain continuous dialogue with all our relevant stakeholders, including customers, employees, governmental bodies, regulators, shareholders, investors, business partners, suppliers, local communities, and nongovernmental organizations (NGOs). This ongoing engagement allows us to actively listen to their concerns, issues, and interests, ensuring we adapt to their evolving needs and expectations. We prioritize gathering stakeholder feedback through various internal and external channels, integrating their perspectives into our materiality assessment and decision-making processes.

Our communication approach is grounded in ethics, clarity, and transparency, ensuring that we foster trust and understanding with both internal and external stakeholders. NBE collaborates extensively with governmental agencies, ministries, NGOs, and international financial institutions across sectors, such as financial institutions and international relations, SMEs, investments, social responsibility, retail banking, risks, human resources, and research. We leverage expertise from environmental experts, scientists, and academia to assess potential project impacts and stay informed about cutting-edge technologies and practices.



Customers

NBE addresses customer feedback through various complaint reception channels, including inbranch employees, a dedicated call center, Card Center Customer Service, and direct connections with the CBE. NBE also ensures every voice is heard through its website's "Contact Us" feature. Critical concerns, such as client—employee relationship management, customer service, and sustainable and green finance, are central to NBE's operations.

To manage these concerns, NBE ensures personalized and responsive service by maintaining continuous feedback mechanisms and issue resolution processes. NBE prioritizes client—employee relationship management and customer service, addressing concerns promptly to build trust and satisfaction. Additionally, NBE promotes sustainable and green finance, aligning its services with environmental goals to support a greener future.



Shareholders

NBE connects with its shareholders through annual general meetings, regular internal reports, and comprehensive communication strategies. The CEO and Board of Directors (BOD) provide essential oversight and guidance, ensuring informed decision-making and fostering trust.

NBE addresses critical concerns that include financial performance, market share, and other indicative KPIs. To manage these concerns, NBE publishes periodic updates on financial performance and implements action plans to address concerns and queries raised during general assembly meetings. This approach ensures transparency and responsiveness, reinforcing shareholder confidence in the Bank's strategic direction and operations.

Employees

We actively engage with our employees using multiple communication channels, such as physical meetings and training webinars. Key topics covered include workplace health and safety, diversity and inclusion, and fair compensation. Regular performance reviews and employee surveys are carried out to align individual goals with NBE's broader business objectives, fostering a cohesive and satisfied workforce.

Critical concerns include workplace health and safety, diversity of workers, training, remuneration, and organizational goals. Our management approach fosters diversity, inclusion, and a healthy work culture. We provide continuous training and competitive compensation and set clear organizational goals and targets with regular updates and feedback to ensure alignment and engagement across the workforce.





CBE and Regulatory Bodies

NBE communicates with relevant regulatory bodies, including the CBE, through various methods, such as email, letters, and direct meetings. Adherence to regulatory guidelines is maintained through regular audits and transparent reporting. NBE's multifaceted communication strategy, which includes a structured schedule of interactions and participation in industry events, promotes ongoing dialogue with regulatory entities.

To address critical concerns, such as effectively aligning with the CBE's regulations and strategic vision, as well as audits, our management approach ensures strict compliance with CBE guidelines, conducts periodic internal audits, and engages in continuous dialogue with the CBE. We also prioritize training and capacity building to meet regulatory requirements and maintain alignment with regulatory expectations.

Business Partners and Suppliers

NBE engages with its business partners through weekly conference calls, questionnaires, workshops, and meetings. NBE emphasizes the importance of confidentiality and data privacy, conducting awareness activities and implementing risk and control self-assessment (RCSA) and risk event management to manage risks effectively. Legal support is readily available, and NBE responds proactively to sector-issued actions. To address critical concerns, such as maintaining the confidentiality of data and educational initiatives, our management approach includes upholding strict data confidentiality measures, adopting robust technology, and analyzing feedback from surveys to gain insights. This ensures that we maintain strong, secure, and informed partnerships with our business associates.



Local Communities and NGOs

NBE actively engages with local communities and NGOs through various initiatives designed to foster collaboration and support. A critical concern is providing educational initiatives and facilitating undergraduate internships. To address this, NBE emphasizes capacity building through targeted workshops, ensuring participants gain valuable skills and knowledge. By enhancing capacity through these workshops and internships, NBE aims to create a sustained positive impact within the communities it serves.

Governmental Entities

NBE actively collaborates with governmental entities by providing essential reports, information, and data while cooperating with ministries to raise financial awareness and promote financial inclusion. Key communication channels include meetings, events, and conferences, as well as published reports. To address critical concerns, NBE focuses on providing timely and transparent reporting and engages in collaborative efforts with ministries, such as the Ministry of Planning and Economic Development, Ministry of Finance, Ministry of International Cooperation, Ministry of Social Solidarity, and Ministry of Environment. This approach ensures alignment with nationwide goals and fosters strong partnerships with governmental bodies.

Moreover, NBE has robust partnerships with esteemed international organizations, financial institutions, and authorities to channel investments toward sustainable development in Egypt. Our National and International Loan Agreement Partnerships form a robust framework for sustainable financing, ensuring compliance with national environmental regulations and contributing to Egypt's commitment to international agreements, such as the Paris Climate Change Agreement and the Montreal Protocol on Ozone-Depleting Gases. Through these efforts, we strive to create shared social and environmental value while driving economic progress for Egypt.



4.2 International Collaborations and Strategic Objectives



European Investment Bank (EIB)

NBE has established a strong partnership with the EIB, receiving significant financial support for various initiatives. Since 2006, EIB has contributed EUR 70 mn to industrial projects under EPAP III and EUR 40 mn under EPAP II, aimed at reducing industrial pollution. Additionally, EIB has provided substantial on-lending facilities totaling EUR 120 mn in 2015, EUR 375 mn in both 2018 and 2019, EUR 800 mn in 2020, and EUR 250 mn in 2022. These funds are targeted toward supporting NBE's MSME customers outside Cairo and Alexandria, fostering economic growth and development across Egypt.



AllB's partnership with NBE resulted in a USD-200-mn contribution in 2021 to finance infrastructure projects and provide incremental and startup working capital. This collaboration aims to promote Egypt's infrastructure development while supporting sustainable economic growth and resilience.



Japan Bank for International Cooperation (JBIC)

In collaboration with JBIC, NBE received \pm 4,720 mn in 2006 to finance industrial projects under EPAP II. This partnership highlights NBE's commitment to enhancing industrial sustainability and environmental stewardship through international cooperation.



International Bank for Reconstruction and Development (IBRD) and International Development Association (IDA)

NBE has partnered with IBRD and IDA to secure financing for industrial projects under EPAP I and EPAP II. Contributions from IBRD included USD 20 mn each in 2006 and 1996, while IDA provided SDR 10.9 mn in 1998. These funds have been instrumental in supporting NBE's efforts to mitigate industrial pollution and promote sustainable development across Egypt.



China Development Bank Corporation (CDB)

NBE collaborates with the CDB, which provided USD 300 mn in 2022 for on-lending to support infrastructure development, clean energy initiatives, and SME growth. This partnership highlights NBE's role in facilitating sustainable development and economic diversification in Egypt.





European Bank for Reconstruction and Development (EBRD)

NBE's collaboration with EBRD has been pivotal, with EBRD contributing significantly to various projects. This includes USD 20 mn, USD 30 mn, and USD 100 mn in 2019 for skills enhancement, youthowned projects, and energy efficiency initiatives under the GEFF. Additionally, EBRD provided USD 100 mn in 2021 and USD 50 mn in 2014 for energy efficiency projects and on-lending to support women entrepreneurs, fostering inclusive economic growth and environmental sustainability in Egypt.





Green for Growth Fund (GGF)

NBE partners with GGF to finance energy efficiency and renewable energy projects, receiving USD 30 mn in 2016, USD 10 mn in 2019, and up to USD 20 mn in 2022. These funds support NBE's efforts to promote sustainable energy practices and reduce environmental impact across various sectors in Egypt.



SANAD Fund for MSMEs

Through its partnership with the SANAD Fund, NBE has facilitated access to financing for MSMEs, agricultural projects, and microfinance institutions in Egypt. The SANAD Fund provided USD 7.5 mn in 2017, USD 15 mn in 2019, and up to USD 40 mn in 2022, contributing to economic empowerment and inclusive growth in the region.



NBE signed a Joint Declaration with the UNIDO in June 2023 and declared the intention of both institutions to closely cooperate, in collaboration with multi-stakeholders, with the objective of serving their common interests in achieving the goals and targets of the SDGs; promoting cooperation with focus on promoting sustainable and inclusive economic and industrial development in Egypt, with a focus on sustainable agriculture and food production, waste management, and renewable energy and energy efficiency; and enabling access to financial and non-financial services for Green small and medium-sized enterprises (SMEs) in Egypt.



Agence Française de Développement (AFD)

NBE has become one of the first Egyptian banks to establish a strategic partnership with AFD under the Transforming the Financial Systems for Climate (TFSC) initiative. NBE and AFD have signed a new EUR-100-mn credit facility agreement aimed at financing climate conservation and sustainable development projects in Egypt. The facility will allocate 60% of its funds for projects focused on mitigating the impacts of climate change, while the remaining 40% will support projects related to climate change adaptation.



International Finance Corporation (IFC)

NBE has partnered with the IFC to facilitate access to financing for Egyptian farmers to acquire solar irrigation systems. This initiative aims to reduce reliance on diesel generators, enhance productivity, and increase income for farmers. The IFC provided NBE with tools like a PV feasibility calculator and capacity-building resources. These tools helped NBE develop an innovative lending scheme that simplifies documentation requirements, enabling farmers—many of whom lack direct access to grid electricity—to easily purchase and install solar irrigation pumps.



In collaboration with the World Food Program and Banque Misr, NBE has launched a project to enhance the productivity and livelihoods of small farmers in Upper Egypt. This initiative, under the auspices of the CBE, aims to optimize land and water resources and economically empower women and educate them on accessing financing for activities, such as animal husbandry and agricultural industrialization. The project targets approximately 100,000 small agricultural owners across the Luxor, Aswan, Qena, Sohag, and Assiut governorates, contributing to agricultural land tenure unification and supporting women's independence in decision-making regarding family expenditures.

YIB Program

NBE collaborates with the EBRD on the YIB Program, which is tailored to empower and train Egypt's youth to manage their businesses. The YIB Program offers a range of training courses, including workshops and individual consultancy packages covering managerial and technical skills, provided at accessible costs to foster entrepreneurial development among the youth.





4.3 Strategic National Sustainability Partnerships

NBE has forged partnerships with key domestic institutions to drive sustainable growth, support SMEs, and address critical social and environmental challenges. These collaborations enable NBE to extend its reach and impact, ensuring that its initiatives align with national priorities and deliver tangible benefits to the community. The following is a detailed account of the various partnerships and financing agreements that highlight NBE's commitment to fostering sustainable growth and development:

CBE, Ministry of Agriculture, and Ministry of Environment

NBE's collaboration with the CBE, the Ministry of Agriculture, and the Ministry of Environment highlights its efforts to innovate in environmental and industrial stewardship. The Bank's participation in EPAP III aims to reduce pollution from public and private sector industries. By extending lines of credit to support pollution abatement investments, NBE helps industries implement sustainable practices, covering up to 90% of project investment costs and providing technical support. This initiative significantly reduces the pollution intensity of industrial activities, contributing to a healthier environment.

NBE also partners with the Ministry of Agriculture on several key national projects. The national project to revive veal supports small breeders and producers, contributing to reducing the nutritional gap and achieving self-sufficiency in red meat. The National Irrigation Development Project focuses on improving irrigation practices, enhancing agricultural productivity, and promoting sustainable water use. Additionally, NBE supports the Egypt Countryside Development Company in financing land reclamation projects within the National Project for the Reclamation of the New Egyptian Countryside Company, aiming to reclaim 1.5 mn acres, thereby boosting agricultural output and economic development.

Industrial Development Authority and Ministry of Commerce and Industry

NBE collaborates with the Industrial Development Authority to ensure that investors in industrial complexes receive the necessary financing, fostering industrial growth and development.

Partnerships with the Ministry of Commerce and Industry facilitate the financing of industry complexes, driving economic diversification and job creation.

SEKEM

NBE partners with SEKEM to support agricultural sector projects through sustainable organic agriculture. This collaboration aims to restore and maintain soil vitality, biodiversity, and food quality. By supporting various projects under SMEs, NBE provides the necessary financing to clients nominated by SEKEM, ensuring these initiatives receive adequate funding and technical support.

Central Bank Real Estate Finance Initiative

NBE collaborates with the Social Housing and Finance Support Fund to provide affordable housing solutions, ensuring that low- and middle-income families have access to quality homes. Through the Central Bank Real Estate Finance Initiative, NBE offers attractive financing options for real estate projects, promoting homeownership and real estate development.

Egyptian Banking Institute

In partnership with the Egyptian Banking Institute (EBI), NBE focuses on capacity building and professional development for bankers to implement and manage these partnerships effectively. Through programs such as the Sustainable Finance and Seminar Invitation on Climate Risk, Driving Sustainable Growth and Empowering SMEs, SME Banking Masterclass, and various courses on sustainability and sustainable finance, NBE empowers its workforce with the knowledge and skills necessary to navigate the evolving financial landscape. These initiatives not only enhance the capabilities of NBE's employees but also contribute to the broader financial sector's resilience and sustainability.

Ministry of Interior and Ministry of Finance

In partnership with the Ministry of Interior and Finance, NBE participates in the old vehicle replacement initiative to reduce environmental harm. This program supports the replacement of old, polluting vehicles with newer, more environmentally friendly models, contributing to cleaner air and a healthier environment.

These collaborative efforts are complemented by a wide range of loan agreements with international organizations.





PRINCIPLE 5

GOVERNANCE AND CULTURE

- **5.1 Sustainability Governance Structure**
- 5.2 Promoting a Culture of Responsible Banking
- 5.3 E&S Risk Management System





GOVERNANCE AND CULTURE

"We will implement our commitment to these Principles through effective governance and a culture of responsible banking."



5.1 Sustainability Governance Structure

In progress

Governance Structure for Implementation of the Principles

Does your bank have a governance system in place that incorporates the PRB?

 ✓	ΙY

No

Please describe the relevant governance structures, policies, and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts and support the effective implementation of the principles.

Following the second pillar of NBE's 2021–2023 strategy, the Bank's BOD incorporated ESG and sustainability practices into the core of NBE's activities. the Bank has established robust sustainability governance to oversee and monitor sustainability practices, including PRB reporting. NBE's sustainability governance structure consists of:

- » The BOD, responsible for adopting strategies and approving the sustainability reports.
- » The Sustainability and Sustainable Finance Committee, provides support for the Board of Directors to endorse the sustainability framework and sustainable finance principles in the bank, Making environmental, social and governance standards a pivotal part of the bank's policies, strategies and culture.
- » The Chairman of the BOD, responsible for supervising NBE's performance in sustainability and sustainable financing.
- » The Chief of International Financial Risks and Sustainable Finance, responsible for managing environmental and social risks.

Sustainability Committee

The Sustainability Committee supports the BOD in promoting sustainability and sustainable finance frameworks and enhancing ESG principles as an integral part of the Bank's policies, strategies, and culture. The committee monitors progress by holding meetings at least once every three months. Decisions are made by an absolute majority (more than 50% of the committee members).

In case of a tie in votes of different opinions, the one that agrees with the opinion of the Committee Chairman or his/her delegate/representative shall prevail. The committee presents reports and recommendations to the Governance and Nominations Committee for briefing prior the following Governance Committee meeting.

Committee Members:



Board Chairman



CEO of Large Corporate and Syndicated Loans



CEO of Human Resources



Group Head of SMEs



Head of Corporate Social Responsibility



CEO Regulatory Compliance and Corporate Governance



CEO of Financial Institutions and International Financial Services



Chief Risk Officer



Group Head of Strategy, Sustainability, and Sustainable Finance



Group Head of Administrative Support





100

The committee has the following roles and responsibilities:

- » Developing and evaluating KPIs to measure the environmental and social impacts of NBE's activities and their effects on its credit and investment portfolios.
- » Evaluating and monitoring KPIs to measure the environmental and social impacts of NBE's CSR activities and initiatives.
- » Reviewing and approving NBE's strategies and policies related to sustainability and sustainable finance.
- » Following up on integrating the elements of sustainability and sustainable financing into NBE's internal operations, financing activities, and investments.
- » Approving the reports and disclosures required by the relevant local and international regulatory authorities.
- » Supervising NBE's activities to combat climate change.
- » Overseeing the fulfilling of the requirements of international financial institutions and multilateral development banks.
- Discussing the obstacles and challenges facing the implementation of strategies and policies for sustainability and sustainable finance, presenting the necessary recommendations, and following up on their implementation.

Sustainability Department

NBE's sustainability department team includes several roles and responsibilities that aim to ensure the effectiveness of sustainable finance within the Bank and raise awareness among NBE's employees about the crucial role of sustainable finance. The department is responsible for:

- » Preparing NBE's strategies and policies for sustainable finance and sustainability and supervising climate governance work at the Bank.
- » Following up on the development of capacity building among employees regarding sustainable finance and sustainability.
- » Establishing the ESMS.
- » Incorporating the sustainable finance guidelines into NBE's credit and investment policies.
- » Measuring the impact of the Bank's sustainable portfolio, which is also crucial to measuring NBE's sustainability performance.

- » Monitoring the fulfillment of the CBE's requirements regarding sustainability and the guiding principles for sustainable finance.
- » Considering social sustainability measures by setting targets, objectives, and standards to facilitate gender equality.



Sustainability Champions

To foster a culture of responsible banking, NBE assigned sustainability champions across all divisions. Their roles and responsibilities include:

- » Integrating sustainability and sustainable finance into their scope of work, sectors, and departments.
- » Spreading sustainability knowledge and linking the most material sustainability topics to their functions and sectors.
- » Understanding new GRI standards to aid data collection and developing a sustainability report compliant with declared international and national standards.





5.2 Promoting a Culture of Responsible Banking

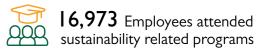
Governance Structure for Implementation of the Principles

Describe the initiatives and measures your bank employs to foster a culture of responsible banking among its employees (e.g., capacity building, e-learning, sustainability trainings for client-facing roles, inclusion in remuneration structures, and performance management and leadership communication, among others).

As responsible banking is our top priority, we are dedicated to instilling sustainable and responsible values and practices among our employees. To achieve this goal, we implemented several initiatives and measures to promote a culture of responsible banking among our employees. We provided a training plan on climate change risks, educating staff to better understand and manage these risks. We also offered several other sustainability-related courses to provide a better and more comprehensive understanding and education for our staff. A total of 16,973 employees attended sustainability-related programs. The classifications of these programs are represented in the table below.



Sustainability Capacity Building



Course Name		
Clients and Customers		
Certified Expert in Climate Adaptation Finance		
Carbon Footprint Management		
Training for Industrial Parks (IP) Management Authorities		
Responsible Banking for Board Members and Executives		
Putting ESG Credit Risks into Context Global ESG Summit – EMEA Edition		
Getting Started with Principles for Responsible Banking		
Fifth Awareness Seminar – Reporting Guidelines on ESG Platforms Disclosure		
Enhancing Risk Assessments for Improved Country Risk Financing Strategies		
Water Week Partner Meeting		
The Fifth Strategies for Transition to Green Economy Forum		
CSR and Sustainable Development Forum		
Social Sustainability and Social Impact		
Sustainability and Sustainable Finance		
Sustainability for Banks		
Sustainability and Sustainable Finance Awareness		



5.3 E&S Risk Management

Policies and Due Diligence Processes

Does your bank have policies in place that address environmental and social risks within your portfolio? Please describe.

Please describe what due diligence processes your bank has implemented to identify and manage environmental and social risks associated with your portfolio. This can include aspects such as the identification of significant/salient risks, environmental and social risks mitigation and definition of action plans, monitoring and reporting on risks and any existing grievance mechanism, as well as the governance structures you have in place to oversee these risks.

At NBE, we are committed to addressing environmental and social risks and sustainable development across our portfolio. Therefore, we have implemented a comprehensive ESMS, including an ESRM framework, and we aim to attain the ISO 14001 certification for all of NBE's branches and headquarters. This system will enable us to set comprehensive policies, procedures, tools, and internal capacity-building programs to determine and manage environmental and social risks across NBE's value chain.

The ESRM represents the necessary steps and measures for identifying, evaluating, and mitigating environmental and social risks related to financial transactions, reflecting NBE's dedicated environmental and social management efforts. This system will support the decision-making process, establishing requirements and parameters for documents and recordkeeping.

Following NBE's strategic climate finance plan, ESMS aims to underline the gaps and opportunities to achieve national climate goals. NBE is dedicating its efforts to developing a robust monitoring, reporting, and verification mechanism to accurately track its progress toward realizing Egypt's climate finance target. Furthermore, NBE is striving to be the leader in international sustainability initiatives and agendas by improving its sustainability marketing and communication position.

We are advancing our risk policy by embedding both environmental and social risk evaluations and classifications within the sustainable finance risk policy. This initiative, which leverages the risk assessment system implemented at NBE, reflects our deep commitment to sustainable finance and acknowledges the critical importance of understanding and mitigating social risks that may affect financial stability and growth.

"We are committed to addressing environmental and social risks across our portfolio by implementing a comprehensive ESMS, including an ESRM framework, to support sustainable development and achieve national climate goals."







PRINCIPLE 6

TRANSPARENCY AND ACCOUNTABILITY

- **6.1 Reporting Standards**
- **6.2 Forward Vision**
- **6.3 Assurance**
- **6.4 Challenges**





TRANSPARENCY AND ACCOUNTABILITY

6.1 Reporting Standards

6.2 Reporting on Other Frameworks				
Does your bank disclose sustainability information in any of the listed below standards and frameworks?				
✓ GRI	✓ SASB	CDP		
☐ IFRS Sus	stainability Disclo	osure Standards (to be published)		
✓ TCFD	Other			

Framework Type	Status in NBE	Framework/Standard
Reporting Framework	NBE has reported on GRI since 2016, issuing three reports so far	GRI
Reporting Framework	NBE complies with governance, strategy (under development), targets, and metrics (30% on Scope I and 2)	TCFD (became IFRS S2)
Reporting Framework	NBE GRI reports embraced a subset of ESG issues based on SASB	SASB
Reporting Framework	NBE issued its first PRB report and is in the process of drafting the second PRB	PRB
Reporting Framework	Integrated in the E&S policy	IFC Equator Principles
Reporting Framework	Regulatory local reporting framework and sustainable finance selection criteria	CBE Guiding Principles for Sustainable Finance

6.2 Forward Vision

In terms of financial inclusion target-setting, NBE is working on segmenting its retail portfolio by gender and income, which would better enable the Bank to tailor its products and services to meet the specific needs and preferences of its diverse customer groups. To ensure accurate measurements, NBE is currently working on updating its geographical classification into urban and rural areas to match the CAPMAS and UNEP-FI classification. In the upcoming years, NBE will set a quantitative target to increase products and facilities for the most vulnerable groups.

Regarding the target-setting in terms of circularity, NBE will start a pilot engagement exercise with clients in the major sectors under corporate banking and SMEs banking that negatively contribute to circularity. We will engage with our top clients in the key sectors identified through conducting circularity workshops to improve their understanding of circular solutions and support their transition toward a circular economy.

6.3 Assurance

Has this publicly disclosed information on your PRB commitments been assured by an independent assurer
Yes Partially Vo
f applicable, please include the link to or description of the assurance statement.
6.4 Challenges
Here is a short section to discover and explore the challenges that your bank is possibly facing regarding the implementation of the Principles for Responsible Banking. Your feedback will help contextualize the collective progress of PRB signatory banks.
What challenges have you prioritized to address when implementing the Principles for Responsible Banking? Please choose what you consider the top three challenges your bank has prioritized to address in the last 12 months (optional question).
If desired, you can elaborate on challenges and how you are tackling these:
✓ Embedding PRB oversight into governance ☐ Customer engagement
Stakeholder engagement Gaining or maintaining momentum in the bank
✓ Data availability ✓ Data quality ☐ Conducting an impact analysis
Getting started: where to start and what to focus on in the beginning
☐ Access to resources ☐ Reporting ☑ Assurance
Assessing negative environmental and social impacts
Choosing the right performance measurement methodology/ies
☐ Prioritizing actions internally ☐ Setting targets ☐ Other



UNEP-FI Principles for Responsible Banking - Limited Assurance Statement

To the Board of Directors National Bank of Egypt

DCarbon is a leading sustainability and environmental consultancy based in Egypt and registered under Egyptian law no. 159 for the year 1981 and its executive regulation. DCarbon assists public and private organizations understand and address their economic, environmental, and social impact. DCarbon is a member and partner with multiple global establishments in corporate sustainability. It is a certified training partner of the Global Reporting Initiative (GRI), a GRI Gold Community member, and an official supporter of the Task Force on Climate-related Financial Disclosures (TCFD) and the IFRS latest Sustainability Disclosures (IFRS-S1/S2).

National Bank of Egypt engaged DCarbon to perform limited assurance on the United Nations Environmental Programme Finance Initiative (UNEP-FI) Principles for Responsible Banking's (PRB) Report for the period ending December 31st, 2023.

Assurance Scope, Boundary, and Limitations:

According to the UNEP-FI Guidance for Assurance Providers: Providing Limited Assurance for Reporting (Version 2), limited assurance has been conducted on the following UN PRB Template sections:

- 2.1 Impact Analysis
- 2.2 Target Setting
- 2.3 Plans for Target Implementation and Monitoring
- 5.1 Governance Structure for Implementation of the Principles.

We have not performed any procedures or provided any conclusions regarding other information that may be included in the report or displayed elsewhere on National Bank of Egypt's website for the current or previous periods, unless stated otherwise.











Assurance scope excludes:

- Data and information in the Report outside the reporting period indicating historical data to establish the narrative for the reporting period disclosures or forward-looking statements by National Bank of Egypt.
- Verification statements indicating testimonials, opinions, success stories, and/or aspirations.
- Verification of claims (limited to data and information presented).

Directors' Responsibilities:

National Bank of Egypt's Directors are responsible for:

- Designing, operating, and maintaining internal controls relevant to the preparation and presentation of the report, ensuring it is free from material misstatement.
- Selecting and/or developing objective Reporting Criteria.
- Measuring and reporting the Selected Information in accordance with the Reporting Criteria.
- The contents and statements contained within the Report and the Reporting Criteria.

Our Responsibilities:

Our responsibility is to plan and perform our work to obtain limited assurance on whether the Selected Information has been properly prepared, in all material respects, in accordance with the Reporting Criteria. We report our independent limited assurance conclusion to National Bank of Egypt based on the work performed and evidence obtained.

Summary of Work Performed:

A limited assurance engagement involves planning and performing procedures to obtain sufficient appropriate evidence to provide a meaningful level of assurance on the Selected Information. We assess the suitability of the Reporting Criteria for our limited assurance engagement and select procedures based on our judgment, understanding of the Selected Information, and other relevant circumstances where material misstatements may arise.











Our procedures included:

- Determining whether the PRB framework is being applied correctly
- Assuring that any disclosure of the scope, scale and exposure, and the disclosure of the assessment
 of priorities and challenges for countries included in the analysis is consistent with the methodology
 and analysis undertaken.
- Assuring that the disclosure of the methodology/ process applied accurately reflects the methodology and steps undertaken by NBE to conduct the impact analysis.
 Assuring that the disclosure of areas of most significant impact is consistent with the outcome of the impact analysis carried out.
- Assuring that targets set are consistent with the SDGs and country needs and are considered specific, measurable, relevant and time bound.
- Discussions with relevant National Bank of Egypt's management to understand internal controls, governance structure, and reporting processes related to the preparation and disclosure of the report.
- Examination of source documentation to verify significant claims made within the selected criteria of the report, on a sample basis.
- Evaluation of the risk of material misstatement in the selected sections of the report.

The following specific procedures have been performed regarding the reported sections: 2.1. Impact Analysis:

- Reviewing information reported under the scope of portfolio to ensure accuracy and clarity of the numbers provided.
- Reviewing the accuracy of the portfolio composition disclosures.
- Reviewing the evidence that NBE has conducted in the context analysis.
- Reviewing whether the methodology for prioritizing the Bank's significant impacts and selecting its
 two most significant impacts for setting targets has been clearly disclosed in a fair, balanced, and
 understandable way, including disclosure of any exclusions.
- Reviewing accuracy of reported indicators and the rationale behind them.











2.2 Target Setting (for the engagement targets set for circularity and financial inclusion):

- Reviewing whether the targets set have been defined following the Guidelines for Resource Efficiency and Circular Economy Target Setting and Financial Health and Inclusion Target Setting
- Reviewing whether the reported baseline is reasonable considering the criteria regarding the base year and if they are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).
- Reviewing descriptions of the planned activities for meeting the targets, monitoring arrangements, and processes for corrective or remedial measures if necessary.

2.3 Target Implementation and Monitoring

• Reviewing whether the Bank has clearly disclosed its implemented actions using relevant KPIs, as well as necessary arrangements for ongoing monitoring.

5.1 Governance Structure for Implementation of the Principles

- Reviewing the Bank's sustainability governance system and analyzing whether it includes oversight of the Bank's impact analysis, target setting, and target implementation and monitoring,
- Reviewing the accuracy of disclosed information based on all available sources.

Conclusion:

We have reviewed the selected responses in the PRB Self-Assessment Report of National Bank of Egypt. Based on our work and the evidence obtained, we have not identified any significant misstatements in the Selected Information within National Bank of Egypt United Nations Environment Programme Finance Initiative's Principles for Responsible Banking progress report covering the period ending 31st December 2023.

Ehab Shalaby, Ph.D. Chairman & CEO

















