

# Sustainability

## 2025 Report

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# 01

## INTRODUCTION

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## About this Report

Emirates NBD Egypt is proud to release its third annual Sustainability Report, covering the 2025 fiscal year. This document highlights our ongoing progress in Environmental, Social, and Governance (ESG) performance, reinforcing our promise of transparency to our stakeholders. It serves as a comprehensive record of how we are embedding sustainability into our banking operations and the milestones achieved over the past year.

### Scope and Reporting Period

This report details the ESG impact and management of material topics specific to Emirates NBD Egypt. The reporting boundary is strictly limited to our operations within the Arab Republic of Egypt, unless stated otherwise. The data and disclosures herein cover the fiscal period from January 1, 2025, to December 31, 2025. Where necessary to provide a complete picture, we have included relevant updates from outside this timeframe.

### Reporting Standards and Frameworks

The report is prepared in accordance with the GRI Standards 2021. To ensure alignment with global best practices, our disclosures are also mapped against the UN Sustainable Development Goals (UN SDGs), the SASB Standards for Commercial Banks, the TCFD Recommendations, and the Ten Principles of the UN Global Compact (UNGC).

### Forward Looking Statements

This report may contain forward-looking statements regarding our strategic direction and the Bank's operations. These statements may be distinguished by forward-looking language such as «will,» «planned,» «expected,» and «forecasted.» They represent the Bank's present perspectives regarding future events and are contingent upon certain risks, uncertainties, and assumptions. Various factors could potentially lead to significant differences between the Bank's actual results, performance, decisions, or accomplishments and any future results implied or expressed by these forward-looking statements.

### Assurance

Masader Environmental and Energy Services S.A.E, a corporate sustainability consulting firm, has provided a limited assurance statement on the content of this report.

Please refer to the [Limited Assurance Statement](#).

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## A message from the CEO and Managing Director

### Dear Stakeholders,

As Emirates NBD Egypt continues its journey of responsible growth, I am pleased to present our 2025 Sustainability Report. This report reflects the tangible progress we have achieved in integrating environmental, social, and governance principles into our strategy, financing, and operations. At Emirates NBD Egypt, we remain firmly committed to the belief that sustainable banking is essential to long-term resilience, institutional strength, and shared value creation.

In a year of evolving economic conditions and accelerating transformation across Egypt's financial sector, Emirates NBD Egypt sustained strong momentum while reinforcing its role as a catalyst for inclusive and sustainable development. Through disciplined expansion, digital innovation, and responsible finance, we delivered measurable impact across the real economy while strengthening the governance and trust that underpin our franchise.

In 2025, we further accelerated our support for Egypt's productive sectors. Our Business Banking portfolio expanded by 75% year-on-year, strengthening access to finance for SMEs and high-growth industries. At the same time, we deployed EGP 9 billion in sustainable finance, supporting infrastructure development, social advancement, and environmental progress nationwide.

Digital transformation continues to be a key enabler of scale and customer experience. Digital banking active base reached 235 thousand users (+24% y-o-y), supported by enhanced automation and straight-through processing that improved efficiency and service delivery across our channels.

Trust and resilience remain central to our performance. During the year, we strengthened governance and cybersecurity frameworks, achieving a 93% reduction in system vulnerabilities while maintaining zero financial losses or data breaches. We also reinforced our commitment to customer protection achieving a 100% resolution rate for all customer complaints and ensuring full employee compliance with training requirements.

Inclusion remains integral to our purpose. Through targeted financing programs and strategic partnerships, we expanded access to financial services, including women-owned businesses and micro-enterprises, supporting broader participation in Egypt's formal economy.

As we look ahead, Emirates NBD Egypt will continue combining growth, innovation, and responsibility to create sustainable value for our customers, communities, and stakeholders. Our commitment to responsible banking remains unwavering as we contribute to Egypt's long-term economic development and more sustainable future.

Sincerely,

### Amr ElShafei

CEO and Managing Director,  
Emirates NBD Egypt



# Our Sustainability Perspective

## Message from Group Head of ESG and The Chief Sustainability Officer

As Emirates NBD Egypt continues to deepen the integration of sustainability across its business, the 2025 reporting year reflects a clear acceleration in how environmental, social, and governance priorities translate into measurable outcomes. This report captures a year in which sustainable finance, climate readiness, and inclusive growth advanced from ambition toward scaled execution, reinforcing the Bank's role in supporting Egypt's transition toward a more resilient and sustainable economy.

During the year, Emirates NBD Egypt strengthened the integration of ESG considerations across financing decisions, risk frameworks, and customer solutions. Climate-related capabilities advanced through the publication of the Bank's first Carbon Footprint and Financed Emissions Reports and the enhancement of Environmental and Social Risk Management tools, demonstrating how sustainability is now embedded within core banking practices.

A defining feature of progress in 2025 has been the Bank's growing role in enabling clients to navigate emerging sustainability challenges. Through targeted advisory and awareness initiatives, including Carbon Border Adjustment Mechanism readiness programs, Emirates NBD Egypt supported corporate and SME customers in understanding transition risks and regulatory developments. This outward-facing dimension of sustainability reflects a mature ESG approach that extends beyond internal performance toward real-economy impact.

Equally important has been the continued strengthening of ESG governance and internal capability. Sustainability considerations are increasingly integrated into risk oversight, lending frameworks, and strategic planning, ensuring alignment with Group standards

and evolving market expectations, while awareness and capacity-building initiatives across the organisation continue to foster a shared culture of responsibility.

Looking ahead, Egypt's sustainable development trajectory presents significant opportunities for responsible finance, climate transition support, and inclusive growth. With a strengthened ESG architecture, expanding sustainable finance activity, and deepening client engagement, Emirates NBD Egypt is well positioned to contribute meaningfully to national priorities while advancing the Group's broader sustainability ambition.

**Vijay Bains**  
Group Head of ESG and  
Chief Sustainability Officer



## Message from The Chief Strategy and Sustainability Officer

As we present Emirates NBD Egypt's 2025 Sustainability Report, we reflect on a year marked by accelerated execution and measurable progress in embedding sustainability at the core of our strategy. Our journey continues to evolve from commitment to delivery, demonstrating how responsible banking, sustainable finance, and innovation collectively drive long-term value for our stakeholders and the communities we serve.

Emirates NBD Egypt's strategic direction remains anchored in expanding sustainable finance, strengthening climate readiness, and enabling inclusive economic growth. In 2025, we continued to position the Bank as a catalyst for the development of Egypt's real-economy by scaling sustainable finance and supporting high-impact sectors. Our sustainable finance portfolio supported 89 projects spanning both environmental and social priorities.

Our approach to sustainability has increasingly integrated ESG considerations into core businesses and risk frameworks. During the year, we strengthened Environmental and Social Risk Management practices and advanced climate-related capabilities through the publication of the Bank's first Carbon Footprint report and Financed Emissions report. We also led market readiness efforts for emerging climate regulation by delivering Carbon Border Adjustment Mechanism (CBAM) training to our employees as well as targeted awareness sessions for our corporate and SME clients, positioning Emirates NBD Egypt among the first banks in the country to proactively support clients through the low-carbon transition.

Financial inclusion and community impact remain central to our strategy. In 2025, our initiatives engaged 39 thousand participants in financial literacy and inclusion programs, contributing to more than 22 thousand new-to-bank customers and strengthening participation in the formal financial system. Our support extended to women-led and micro-enterprise segments through targeted financing and partnerships, reinforcing equitable access to economic opportunity and entrepreneurship development across Egypt.

Internally, we continued to strengthen ESG capability and operational excellence. A total of 81 thousand training hours were delivered during the year, averaging expanding sustainability, risk, and compliance knowledge across business functions. At the same time, digital transformation initiatives continued to enhance efficiency and customer experience, including the implementation of seven new straight-through processing (STP) workflows and the expansion of digital banking services to 230 thousand active users, reinforcing the Bank's commitment to scalable and technology-enabled operations.

Our procurement practices also advanced, with 91% of procurement spend directed to local suppliers, supporting national economic value creation and supply chain resilience.

Environmental stewardship remained a key operational priority. Through resource efficiency, sustainable facilities, and low-impact products, we continued to reduce our operational footprint while aligning with broader climate objectives. This commitment is also reflected in initiatives such as U-Venues, the bank's first LEED certified Branch, designed to integrate sustainable building practices and enhanced environmental standards within our operational footprint. These efforts reflect our commitment to embedding environmental responsibility into day-to-day banking operations.

As we look ahead, Emirates NBD Egypt will continue to strengthen the integration of sustainability throughout the Bank's DNA. By combining scalable finance, digital enablement, and climate leadership, we aim to support Egypt's transition toward a resilient, inclusive, and low-carbon economy while creating enduring value for our stakeholders.

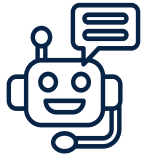
### Amgad Doma

Chief Strategy and Sustainability Officer



# Global Strength: Emirates NBD Group

## About Emirates NBD Group



### First

Emirates NBD is the first bank to have ESG chatbot linked to sustainability report, enabling seamless, human-like interactions around our sustainability efforts.

### Top-rated

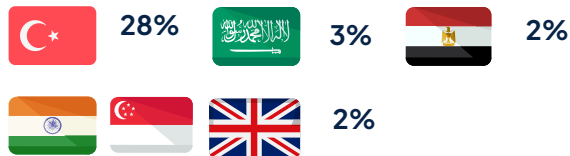
bank in the region for ESG ratings including S&P, Bloomberg and received AA from MSCI in 2025.



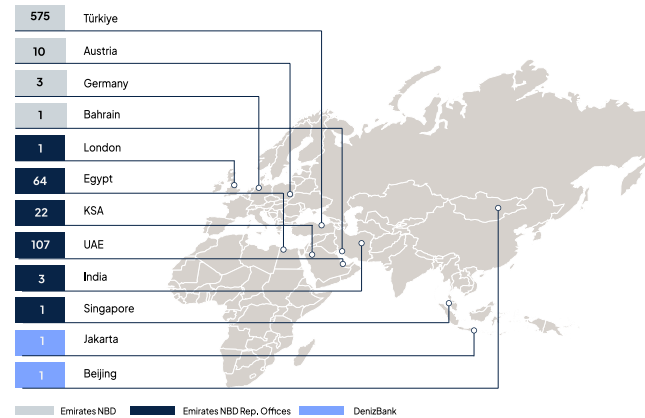
### Key highlights

1. Largest financial institution in Dubai, one of the largest and most profitable in GCC
2. Leading retail banking franchise with a branch network of 787 branches throughout the MENAT region with a branch & rep office presence in 13 countries
3. Leader in digital banking: largest digital lifestyle bank in the region
4. 56% indirectly owned by the Government of Dubai
5. Leading regional bank for ESG with the highest ESG rating by S&P Global

### International contribution



### Emirates NBD's international presence



Became a signatory of United Nations Women's Empowerment Principles

USD 10 billion

Sustainable finance transactions facilitated in 2025.

100% Green Bond Allocation - Achieved 100% allocation in 2025, reviewed by an independent third-party auditor.



Awarded the Dubai Chamber ESG Label for **second consecutive year**



Awarded Gold Impact Seal Award by Majra.



Carried out youth initiatives supporting Youth Sustainability programmes and IUCN Congress.

## About Emirates NBD Group

# 2025 ESG Highlights

Emirates NBD is at the forefront of sustainability being recognized throughout the year with various awards such as **Euromoney naming Emirates NBD “UAE’s Best Bank for ESG”, “Middle East’s Best Bank for ESG”** as well as **“Middle East’s Best ESG Deal 2025.”**



## First

Emirates NBD is the first bank globally to publish an ISSB report aligned to IFRS S1 and S2 standards.

## Shaping Global Frameworks

through participation in working groups for PCAF and TISFD



### Unity run

8th Annual Unity Run event with over

**4100 participants**



Successfully placed and listed the world's first Sustainability-Linked Financing Sukuk by Emirates Islamic of

**USD 500 million**  
fully aligned with ICMA Guidelines



**No1**

Middle East bank with 53 LEED Platinum and Gold certifications



## Responsible Banking (PRB) Report

Release of the first Group Principles for Responsible Banking (PRB) Report

In 2025, 20 branches across the UAE, KSA, and India were awarded LEED Platinum and Gold certifications.

### Our certified buildings include:

- Al Reem Mall Branch – LEED Platinum
- Deira City Centre Branch – LEED Platinum
- Sharjah City Centre Branch – LEED Platinum
- Deerfield Mall Branch – LEED Platinum
- Dubai Airport Terminal 3 – LEED Platinum
- Gurugram Branch – LEED Platinum
- IBN Batuta Mall – LEED Platinum
- Electra Branch – LEED Platinum
- Qassim Buraida Branch – LEED Gold
- Riyadh Al Shifa Branch – LEED Gold
- Riyadh KAFD Branch – LEED Gold
- Jubail Branch – LEED Gold
- Qurtubah Branch – LEED Gold
- Riyadh Anas Bin Malik Branch – LEED Gold
- Jeddah Trio Branch – LEED Gold
- Suyoh Mall Branch – LEED Gold
- Al Taif Branch – LEED Gold

**53**

LEED Platinum and Gold certifications

# Local Impact: Emirates NBD Group

## Market Presence

Emirates NBD Egypt combines global banking excellence with local market expertise. Since acquiring BNP Paribas' subsidiary in 2013, the Bank has demonstrated sustained growth and resilience. We currently operate with over **2,282** employees<sup>1</sup> serving customers nationwide through a strategic network of **64** branches and **332** ATMs. This footprint ensures we remain close to our customers across all key regions, from the business centers of Greater Cairo and Alexandria to the vital regions of Upper Egypt, the Delta, and the Red Sea.

The Bank provides comprehensive financial solutions through four main segments: Retail Banking & Wealth Management, Corporate & Institutional Banking, Business Banking, and Global Markets & Treasury. **Placing digitalization at the core of our customer-centric strategy**, we are redefining service delivery through advanced online and mobile channels. This commitment allows us to offer innovative, **tech-driven products** that provide speed, security, and efficiency, empowering every customer to manage their financial goals with ease.



64

Total number of Branches



332

Total number of ATMs

2,282

Total number of Employees

348 thousand

YoY +26%

Total Retail Banking Active Customers

6,909

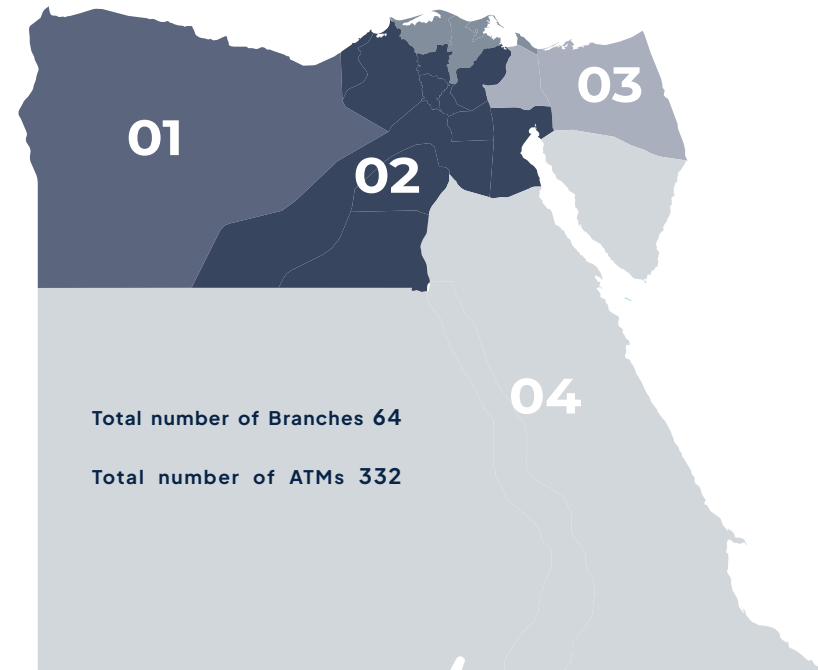
YoY +5%

Total of Corporate Clients for Digital Banking

234 thousand

YoY +24%

Digital Banking Subscribers



### 01 Alexandria

7 Branches (11 % of Total)  
37 ATMs (11 % of Total)

### 02 Greater Cairo and Giza

39 Branches (61 % of Total)  
151 ATMs (45 % of Total)

### 03 Suez Canal and Delta

10 Branches (16 % of Total)  
85 ATMs (26 % of Total)

### 04 Upper Egypt and Red Sea

8 Branches (13 % of Total)  
59 ATMs (18 % of Total)

<sup>1</sup> FTEs & STEs Head Count is 2282 Employees (2207 FTEs and 75 STEs)

## Ownership Structure

The ownership structure of **Emirates NBD Egypt** comprises Emirates NBD as the majority shareholder, holding **99.99882%** of shares, while **Emirates NBD Securities** and **Emirates NBD Capital** each maintain a **0.00059%** stake in the bank.



- Emirates NBD
- Emirates NBD Securities
- Emirates NBD Capital

## Awards and Recognition

In 2025, Emirates NBD Egypt received two major awards recognizing our strategic performance. The Digital Banker honored our leadership in corporate liquidity and user experience with the titles «Best Bank for Cash Management - North Africa» and «Outstanding Digital CX - Mobile Banking - Egypt».



**Best Bank for Cash Management North Africa**



**Outstanding Digital CX Mobile Banking Egypt**



# SURGE: Our Strategic Journey (2024–2026)

During 2024, Emirates NBD Egypt launched its three-year strategic agenda under the theme SURGE, representing the Bank’s ambition to scale performance, operational excellence, and sustainable growth. This framework reflects a forward-looking vision driven by strong financial delivery, evolving customer needs, and organizational capability enhancement. SURGE defines our direction for 2024–2026 through five strategic priorities that guide how we grow, innovate, and empower our people.

### Surpass Boundaries

Continuously grow beyond the current levels.

### Unleash Potential

Focusing on our employees through successful transformation into more productive and efficient units.

### Result Oriented

Focusing on results and maximization of shareholders’ value.

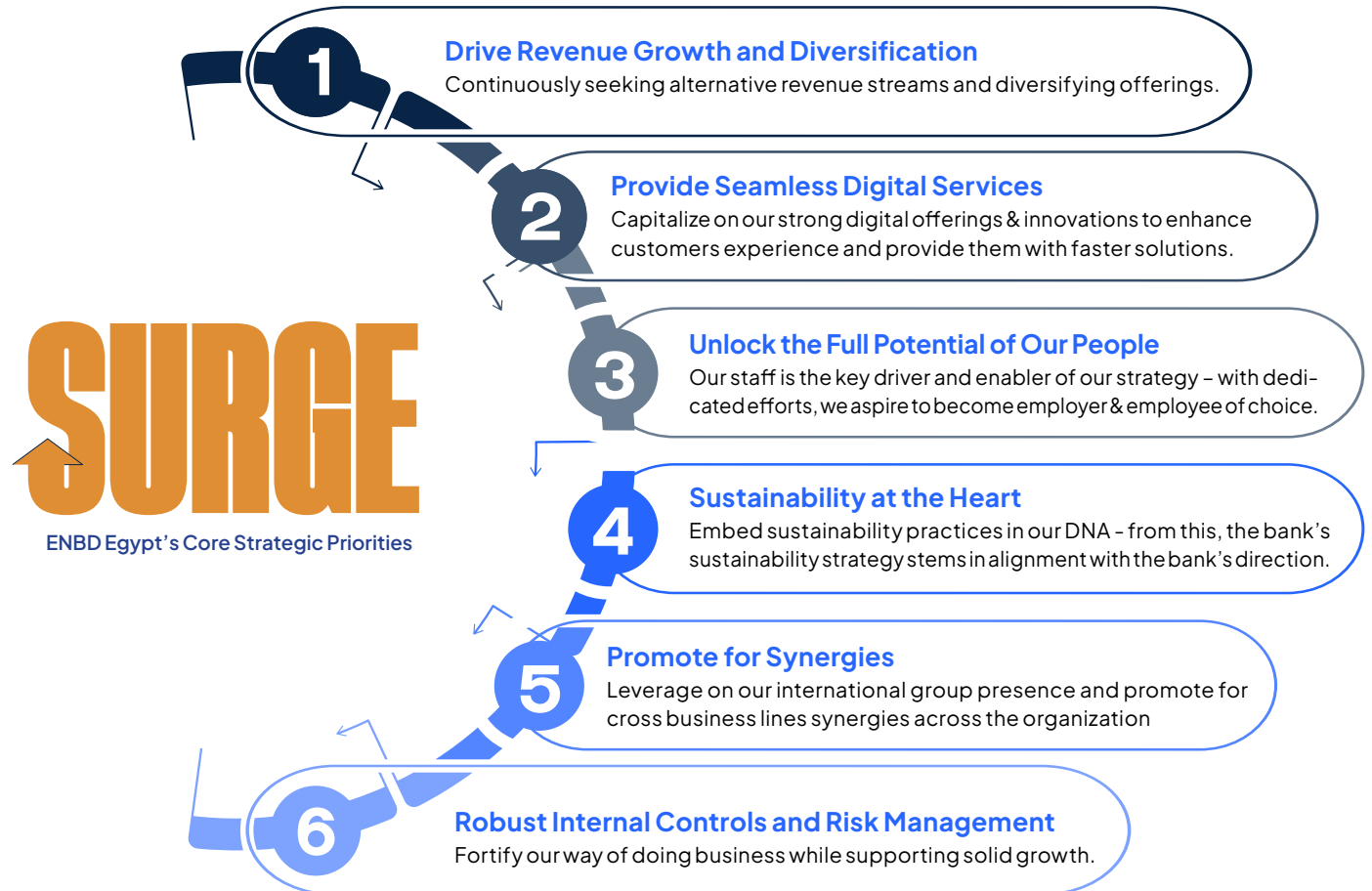
### Growth Driven

Improving performance in a scientific and thoughtful way.

### Excellence Focused

Consistently providing excellent service internally and with customers products and services.

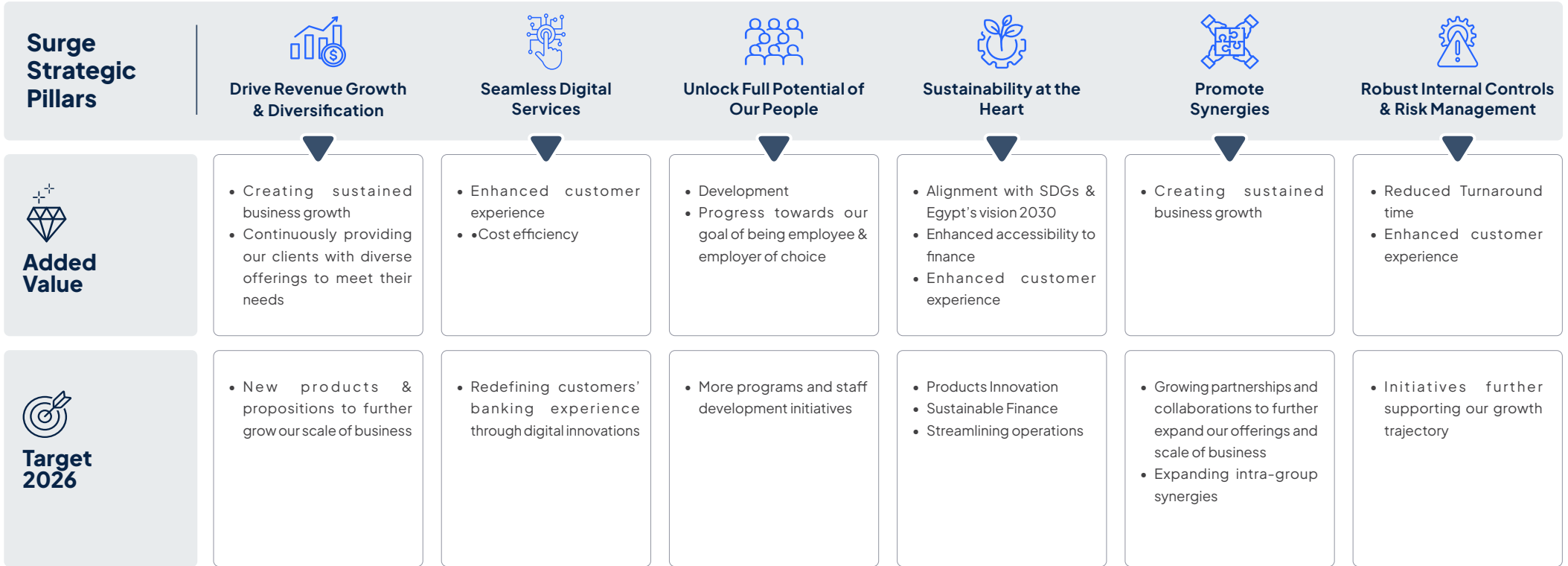
**SURGE** represents the foundation of ENBD Egypt’s growth pathway, sharpening our focus on diversification, excellence, sustainability and operational resilience.



## SURGE Strategic Priorities





## SURGE Strategic Priorities



# Emirates NBD Egypt ESG Strategy 2024–2026

Emirates NBD Egypt’s ESG strategy provides the foundation for sustainable banking, guiding how value is created, how risks are managed, and how communities are supported. In 2025, we continued embedding ESG principles into business operations, investing in people, strengthening environmental performance, and expanding socially inclusive growth. Our framework aligns with Egypt Vision 2030 and global sustainability expectations, ensuring long-term impact that extends beyond financial returns.

	
<b>Our Vision</b>	<b>Our Purpose</b>
To be the most innovative bank for our customers, people and communities	Create opportunities to prosper

Our Pillars	 Profit with Purpose	 Responsible Operations	 Impact-Driven Culture	 Sustainability Focused Governance
Our Goals	<ul style="list-style-type: none"> <li>Diversified Banking Services for best-in-class market position</li> <li>Digital Banking for Inclusivity and Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>organisational Resilience for Services and Relationships Excellence</li> <li>Sustainable Operation for Responsible Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Thriving Communities for Equitable Society</li> <li>Innovation for ENBD Sustainability Image</li> <li>Futuristic Mindset for Effective Transformational Change</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;S Leadership for Compliance and Innovation</li> <li>E&amp;S Control Environment for Compliance and Innovation</li> </ul>
Our Approach	By optimising our customer mix and service offerings, we drive sustainable growth that embraces inclusivity across all customer segments. Our strong digital capabilities enhance this approach, delivering efficient services that not only improve accessibility but also elevate the customer experience. This strategic integration of digital innovation with customer-centric solutions ensures we maintain sustainable profitability while meaningfully addressing diverse customer needs.	Our commitment to responsible operations manifests through an empowering work environment that nurtures enduring relationships with shareholders, customers, employees, and suppliers. This approach is reinforced by an efficient operational ecosystem that champions green transition initiatives, seamlessly blending environmental responsibility with operational excellence to create sustainable long-term value.	At the heart of our sustainability journey lies a commitment to fostering shared understanding and implementing effective ESG practices throughout our organisation. Through pioneering sustainability initiatives, we continuously strengthen our position as the sustainable bank of choice in our market. This cultural transformation embeds sustainability principles deeply within our operations, creating a foundation for resilient systems and lasting value that benefits all stakeholders.	Through establishing robust ESG commitments and accountability frameworks, we continuously build and maintain stakeholder trust. Our comprehensive approach to integrating environmental and social considerations throughout our operations ensures responsible banking practices that create lasting value for all stakeholders while maintaining the highest standards of governance.
Our Material Topics	<ul style="list-style-type: none"> <li>Customer Satisfaction</li> <li>Responsible Finance</li> <li>Digital Empowerment and Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Management</li> <li>Climate Action</li> <li>Responsible Procurement</li> </ul>	<ul style="list-style-type: none"> <li>Employee Engagement, Diversity &amp; Inclusion</li> <li>Learning and Development</li> <li>Financial Literacy and Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Cybersecurity and Data Protection</li> <li>Corporate Governance and Ethics</li> </ul>
UN SDGs				
Egypt Vision 2030				

## Input

### Financial Capital

**36%**  
Cost-to-income ratio

**EGP 170 Bn**  
Total deposits

**EGP 23 Bn**  
Total equity

### Manufactured Capital

**64**  
Branches Network  
(22% accessible to people of determination)

**332**  
Number of ATMs  
(73% accessible to people of determination)

**4**  
Mobile ATMs

### Human Capital

**2,282**  
Number of Employees

**2,302**  
Hours of Sustainability training delivered to employees

**190**  
Of total workforce covered under upskilling and leadership development programs

### Intellectual Capital

**2**  
Number of new digital services products developed

### Social & Relationship Capital

**26**  
Community investments projects

**90%**  
Percentage of local suppliers

### Natural Capital

**11,837 MWh**  
Total energy consumption

**210,366 m<sup>3</sup>**  
Total water consumption

**676 Mwh**  
Petrol in owned Vehicles

**86 tons**  
Total waste generated

**72%**  
Percentage of branches and facilities with energy efficient technologies

## Creating Value through our Business Model

### Sustainability Strategy Pillars



## Outcome

### Financial Capital

**EGP 15 Bn**  
Revenues

**30%**  
Return on Average Equity

**EGP 208 Bn**  
Total Assets

**EGP 6 Bn**  
Net profit after tax

**EGP 3,494 Mn**  
Green loans Portfolio

### Manufactured Capital

**348 thousand**  
Retail Mobile Banking Active Customers

**235 thousand**  
Total no. of Customers

**1.5 Mn**  
No. of transactions

### Human Capital

**31.5**  
Average training hours per employee

**240**  
Female representation in managerial positions

**73%**  
Employee engagement score from the annual satisfaction survey

### Intellectual Capital

**28**  
Customer satisfaction and NPS for digital services

### Social & Relationship Capital

**23,584**  
Community investment beneficiaries

**38,673**  
Attendees of financial inclusion literacy events organized by the bank

**EGP 4,962 Mn**  
Total Social Lending portfolio

**%37 and %69**  
Representation of women and youth among attendees at financial literacy and inclusion events

### Natural Capital

**38 Tons**  
Recycles Waste

**8,308 mtco<sub>2</sub>**  
Total Absolute Scope 3 Emissions

**5,288 mtco<sub>2</sub>**  
Total Absolute Scope 2+1 Emissions (Market Based)

# Prioritizing What Matters: Materiality & Engagement

At Emirates NBD Egypt, we believe that resilient strategy is born from active dialogue. Our engagement approach goes beyond simple consultation; we foster dynamic, two-way partnerships with individuals and institutions that influence, and are influenced by, our operations. By systematically capturing the diverse perspectives of our ecosystem, we ensure our ESG roadmap remains agile, responsive, and deeply aligned with the real-world priorities of our community. This continuous exchange allows us to anticipate emerging trends, mitigate risks, and generate shared value for all.



## Investors and Shareholders

We cultivate confidence through a commitment to transparency and governance. Our commitment focuses on demonstrating long-term resilience and sustainable returns. We maintain an open channel through quarterly financial reports and annual general meetings. We maintain close alignment with the Emirates NBD Group's ESG vision, consistently sharing updates on our sustainability progress and highlighting investment opportunities in responsible finance.



## Employees

We empower our workforce through a culture of continuous development and psychological safety. Our engagement includes comprehensive training programs, well-being initiatives, and open feedback mechanisms. Through internal communications and employee engagement platforms, we ensure our team remains motivated, aligned with the Bank's goals, and equipped to deliver outstanding service.



## Customers

Delivering exceptional banking experiences is our priority. We engage through continuous enhancements to our digital platforms, customer service centers, and accessible branch network, ensuring tailored and inclusive financial solutions. We actively solicit customer feedback via satisfaction surveys and social media channels to drive innovation and adapt our services to their evolving needs.



## Vendors

We foster long-term partnerships built on transparency and ethical sourcing. Our engagement involves regular performance meetings, digital portals, and fair tender processes. We prioritize collaboration that aligns with the Bank's operational goals while actively supporting local businesses to foster broader economic growth.



## Emirates NBD Group and Board of Directors

We ensure strategic cohesion through integrated governance and regular dialogue. Our engagement involves frequent updates on performance, sustainability initiatives, and operational developments through board meetings and reports. This ensures our local strategy remains fully aligned with the Group's global objectives and governance framework.



## Local Community

We are committed to driving positive social impact through targeted community initiatives. We engage by collaborating with NGOs, organizing employee volunteering programs, and supporting development projects that promote financial literacy, inclusion, and environmental awareness. Our goal is to address societal challenges effectively and contribute to sustainable, inclusive growth.



## Government and Regulatory Agencies

We maintain a proactive and collaborative relationship with regulatory authorities by strictly adhering to national regulations and participating in industry working groups. Our engagement focuses on ensuring compliance, promoting sustainable finance, and aligning our operations with national economic objectives, including Egypt Vision 2030 and the CBE's Sustainable Finance Principles.

## Double Materiality Assessment Approach

Emirates NBD Egypt has adopted a double materiality assessment approach to ensure its sustainability strategy addresses both the Bank's impact on the world and the world's impact on the Bank. This dual lens is increasingly viewed as best practice in ESG reporting, as it combines two complementary perspectives of materiality. By applying double materiality, Emirates NBD Egypt can comprehensively identify the ESG topics most significant to our stakeholders and to the Bank's long-term enterprise value.

- **Impact Materiality (GRI Standards):**

We assess the Bank's most significant actual and potential impacts; both positive and negative, on the economy, environment, and people. This includes effects linked to our financing activities and value chain. In line with the Global Reporting Initiative (GRI) Standards, this "inside-out" perspective focuses on how our operations and decisions affect society and the planet.

- **Financial Materiality (IFRS-ISSB):**

We also evaluate sustainability-related risks and opportunities that could reasonably influence the Bank's enterprise value over the short, medium, and long term. This "outside-in" lens examines how ESG factors might affect our financial performance – for example, through impacts on cash flows, credit risk, operating costs, access to capital, or cost of funding. It reflects the investor-focused materiality defined by the new IFRS Sustainability Disclosure Standards (ISSB's IFRS S1 and S2), which deem information material if it could influence investor decisions.

**Why Double Materiality?** Emirates NBD Egypt's adoption of a double materiality approach reflects the Bank's commitment to strengthening ESG risk management, enhancing transparency, and **preparing for future sustainability disclosures in line with the IFRS Sustainability Disclosure Standards (ISSB)**, in alignment with Emirates NBD Group's direction. Sustainable banking requires a balanced understanding of both the Bank's outward impacts on society and the environment, and the sustainability-related risks and opportunities that may affect enterprise value. Focusing solely on financial materiality could overlook significant societal and environmental considerations, while focusing only on impact materiality may fail to capture material risks to the Bank's financial performance and resilience.

By applying a double materiality lens, Emirates NBD Egypt aligns with evolving global reporting practices and investor expectations for decision-useful, forward-looking ESG information. This approach also supports consistency with international developments, such as the increased convergence between GRI-based impact reporting and investor-focused sustainability disclosures under IFRS-ISSB.

Ultimately, the double materiality framework enables the Bank to reinforce alignment with Group-level ESG governance, anticipate future disclosure requirements, and ensure that sustainability considerations are systematically embedded into strategic decision-making—supporting both long-term value creation and positive societal impact.



## Double Materiality Assessment Approach

### Alignment with Global Frameworks

Our double materiality assessment is embedded within a reporting framework aligned to leading global ESG standards. The 2025 Sustainability Report is prepared in accordance with the GRI Standards (2021), and our disclosures are mapped to several key frameworks:

The United Nations Sustainable Development Goals (UN SDGs), the Sustainability Accounting Standards Board (SASB) standards for Commercial Banks, the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, and the Ten Principles of the UN Global Compact. By aligning with these frameworks, we ensure our reporting addresses a broad range of stakeholder requirements and industry best practices.

Notably, the reporting boundary for our sustainability information is limited to Emirates NBD Egypt's operations within Egypt (unless stated otherwise), providing clarity on the scope of impacts we manage directly.

### Group-Level Governance and Oversight

Emirates NBD Egypt's materiality process and ESG reporting are strengthened by the governance framework at the Emirates NBD Group level. The Group has implemented a comprehensive sustainability governance structure that integrates ESG strategy and oversight throughout the organization.

Oversight is provided by the Group's Board-level committees, including the Board Nomination, Remuneration and ESG Committee – as well as executive management committees, ensuring that material ESG topics identified through the double materiality assessment inform decision-making at the highest levels.

This group-level governance ensures consistency in how we evaluate and respond to ESG issues and embeds ESG principles into the Bank's culture, activities, and operations. As a result, Emirates NBD Egypt benefits from top-level commitment and accountability for sustainability, aligning our local initiatives with the Group's overall ESG strategy and objectives.

### Building Internal Capability

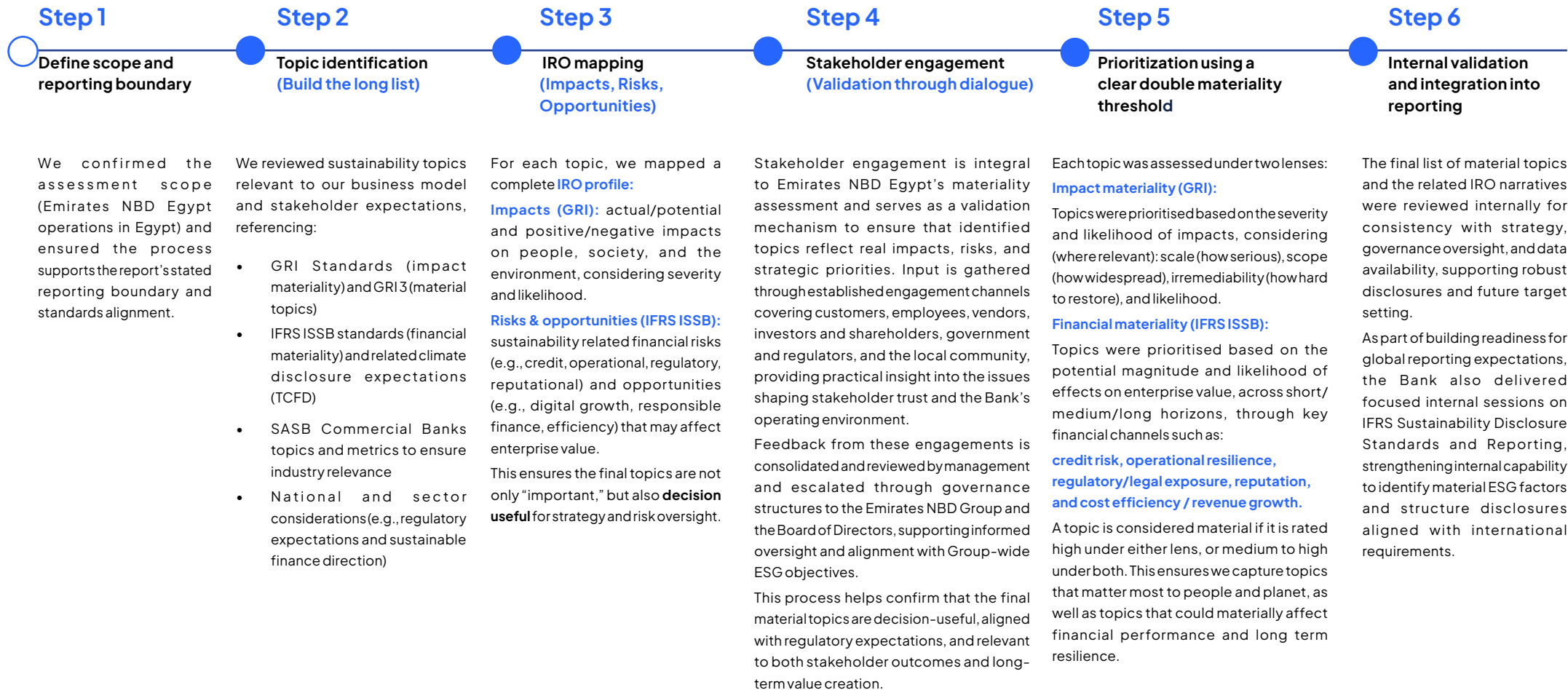
To strengthen readiness for evolving disclosure expectations, Emirates NBD Egypt has equally invested in internal capacity building on new sustainability reporting standards. In 2025, the Bank delivered dedicated training sessions on the **IFRS Sustainability Disclosure Standards** (ISSB's IFRS S1 and S2) for key team members.

These learning sessions equipped our staff with advanced knowledge to integrate non-financial ESG metrics into core financial reporting processes, to structure disclosures according to international guidelines, and to ensure data reliability for stakeholders.

By upskilling our teams on emerging reporting standards, we are bolstering our ability to produce accurate, transparent sustainability disclosures and remain ahead of regulatory developments. This proactive approach to capability-building underscores Emirates NBD Egypt's commitment to excellence in ESG reporting and positions us to seamlessly adopt future standards as they arise.

# Assessment Process

Our materiality assessment followed a structured, bank relevant process aligned with **GRI 3: Material Topics (2021)** and supported by IFRS ISSB readiness building across the organization.



## Double Materiality IRO Table

(Impact–Risk–Opportunity) with FY2025 Achievements & Initiatives



### How to read the table





The table below summarizes the Bank’s material ESG topics through the double materiality lens. It presents:


- the material impact (GRI impact materiality),
- the financial risk and financial opportunity (IFRS ISSB financial materiality), and
- Based on the double materiality results reflected in the IRO table, prioritizing topics with the highest outward impacts under the GRI impact materiality lens and the strongest exposure to enterprise value under the IFRS–ISSB financial materiality lens (through associated risks and opportunities), the material topics have been presented in the table in descending order of overall importance.
- the Bank’s 2025 achievements and initiatives, mapped to each topic.



Rating Legend: ● High ● Medium ● Low

(Impact = GRI impact materiality; Risks/Opportunities = IFRS ISSB financial materiality)

Material Topic	Impact (GRI – outward impacts)	Risk (IFRS ISSB – financial)	Opportunity (IFRS ISSB – financial)	2025 achievements & key initiatives
 <b>Cybersecurity and Data Protection</b>	<p>● High</p> <p>Cyber incidents can cause severe harm to customers (financial loss, privacy violations) and disrupt essential financial services.</p>	<p>● High</p> <p>(Operational / Legal / Fraud) – Breaches and fraud can trigger direct financial losses, penalties, remediation costs, and service disruption.</p>	<p>● High</p> <p>Strong cyber posture enables secure digital growth, reduces fraud losses, and strengthens customer trust (supporting adoption and retention).</p>	<p><b>Achieved 93%</b> reduction in vulnerabilities; <b>zero</b> financial losses/data privacy breaches; conducted <b>150+ awareness</b> sessions; implemented <b>24/7 proactive defense</b>, including Online Cards Fraud Monitoring.</p>
 <b>Corporate Governance and Ethics</b>	<p>● High</p> <p>Strong governance and ethical conduct shape market integrity and stakeholder trust; weak governance can contribute to unfair outcomes, misconduct, and loss of confidence in financial institutions.</p>	<p>● High</p> <p>(Regulatory / Legal / Reputational) – Compliance failures can lead to sanctions, restrictions, litigation, and elevated funding/reputational costs.</p>	<p>● Medium–High</p> <p>Strong governance and integrity improve investor and regulator confidence and strengthen operational effectiveness through better controls and automation.</p>	<p><b>22.2% women Board representation</b>; <b>100% attendance</b> for anti corruption/compliance/code of conduct training, implemented <b>Firco Screen &amp; Keep (FSK)</b> saving over <b>380 hours/month</b> and reducing turnaround time, hosting Corporate ECL Run Under Egypt Team.</p>

Material Topic	Impact (GRI – outward impacts)	Risk (IFRSISSB – financial)	Opportunity (IFRSISSB – financial)	2025 achievements & key initiatives
 <b>Responsible Finance</b>	<p>● <b>High</b> Lending decisions shape real economy outcomes; financing can contribute to positive social development or negative impacts (e.g., environmental harm, inequity) if not managed responsibly.</p>	<p>● <b>High</b> (Credit / Transition / Reputational) – ESG factors can translate into borrower stress, defaults, higher cost of risk, and reputational exposure if financing is misaligned with responsible practices.</p>	<p>● <b>High</b> Sustainable finance and inclusive products can open growth markets (SMEs, underserved segments) while improving portfolio resilience.</p>	<p>Provided <b>EGP 8,456 mn</b> in sustainable finance covering <b>89 projects</b> (78 social; 11 environmental). Business Banking loan portfolio grew <b>75% YoY to EGP 4 bn</b>; Updated the Business Banking Program Lending Framework and Policy to accommodate a broader SME client base and more clients; financed <b>123</b> women-owned businesses, through <b>14 MFI partnerships</b>; expanded retail green finance through electric vehicle and solar panel loan products.</p>
 <b>Climate Action</b>	<p>● <b>High</b> Climate change affects communities and the economy; banks also influence climate outcomes through financing. Measuring and reducing emissions supports accountability and progress.</p>	<p>● <b>High</b> (Transition/Physical/Credit) – Policy changes (e.g., carbon regulations) and climate shocks can affect borrowers, collateral, operations, and risk costs.</p>	<p>● <b>High</b> Climate readiness enables climate aligned products, advisory opportunities, and better risk pricing/ portfolio resilience.</p>	<p><b>Initiatives &amp; Policies:</b> First bank in Egypt to conduct CBAM readiness initiatives; strengthened Environmental and Social Risk Management through the Sustainable Finance Policy, supported by the ESRM framework and Environmental and Social Risk Scorecard; advanced sustainable operations through the Eco-Friendly Cards initiative and <b>LEED certification</b> for the U Venues branch. <b>Trainings &amp; Awareness:</b> Conducted targeted employee training and a CBAM awareness session for corporate and SME clients; delivered internal awareness campaigns for World Environment Day, International Day of Climate Action, and World Sustainable Transport Day. <b>Reporting &amp; Assessments:</b> Completed Scope 1, 2, and 3 emissions assessment; published the Bank's first comprehensive Carbon Footprint Report and first Financed Emissions Report.</p>
 <b>Digital Empowerment and Innovation</b>	<p>● <b>Medium-High</b> Digital services improve accessibility, service speed, and convenience; risks include digital exclusion and service quality gaps if accessibility is not ensured.</p>	<p>● <b>Medium</b> (Operational / Third party / Technology) – Outages, cyber dependencies, and technology change risks can affect service continuity and customer trust.</p>	<p>● <b>High</b> Digital growth can reduce cost to serve, improve customer experience, and expand new revenue streams (retail and corporate).</p>	<p>Reached <b>235 thousand</b> internet and mobile banking customers (<b>+24% YoY</b>); implemented <b>7</b> new straight-through processing (STP) workflows <b>for retail services</b>, alongside <b>9</b> new mobile and online features, multiple CRM automation, new products, and IVR upgrades to improve customer experience; while <b>for corporate banking</b>, they reached <b>6,909</b> internet and mobile banking customers, also introduced 1 new STP workflow and enhanced digital capabilities through Smart Trade Platform improvements and robotics process automation to strengthen operational efficiency.</p>
 <b>Customer Satisfaction</b>	<p>● <b>Medium-High</b> Customer protection and responsiveness reduce harm and strengthen trust; poor experience can disproportionately affect vulnerable customers.</p>	<p>● <b>Medium-High</b> (Reputational / Regulatory / Operational) – Weak complaint handling and poor service can trigger regulatory scrutiny, loss of customers, and higher operating costs.</p>	<p>● <b>High</b> Strong experience drives retention, cross sell, and digital adoption, improving lifetime value and market competitiveness.</p>	<p>Achieved <b>100%</b> complaints resolution (<b>9,391 cases</b>); delivered <b>55</b> Customer Rights training sessions; launched Complaint handling mechanism, necessity of registering &amp; resolving any customer dissatisfaction to properly solve any process /system gap; All the bank's vendors acknowledge their commitment to adhere to the bank's Customer Rights Protection decisions and timelines.</p>

Material Topic	Impact (GRI – outward impacts)	Risk (IFRS ISSB – financial)	Opportunity (IFRS ISSB – financial)	2025 achievements & key initiatives
 <p><b>Financial Literacy and Inclusion</b></p>	<p>● <b>High</b> Expands access and capability for underserved groups, supporting economic empowerment; poor inclusion design can create consumer harm or widen inequity.</p>	<p>● <b>Medium</b> (Conduct / Compliance / AML) – Rapid onboarding of new segments can heighten conduct and financial crime risks if controls and customer understanding are insufficient.</p>	<p>● <b>High</b> Inclusion can expand customer base, deposits, and loyalty while strengthening alignment with national/regulatory priorities.</p>	<p>Engaged <b>39 thousand participants</b> through CBE mandated financial literacy campaigns; generated over <b>23 thousand</b> new to bank customers in a single 3 month campaign; inclusion event attendees <b>69% youth</b> and <b>37% women</b>; expanded inclusion portfolio to <b>6,708</b> financial inclusion clients, focus on Financial inclusion accounts, youth and People of determination this figure represent 12 month production with average <b>559</b> per month.</p>
 <p><b>Employee Engagement, Diversity, and Inclusion</b></p>	<p>● <b>High</b> Employee wellbeing, inclusion, and engagement directly influence service quality, ethical culture, and equitable opportunity; negative impacts include discrimination, burnout, and exclusion.</p>	<p>● <b>Medium</b> (Talent / Operational) – Low engagement and high turnover increase recruitment/training costs and weaken service resilience and risk culture.</p>	<p>● <b>High</b> Inclusive, engaged teams strengthen performance, innovation, and employer brand; supports long term capability and customer outcomes.</p>	<p>Women represented <b>45%</b> of the workforce and <b>26%</b> of senior management; 35% of middle management, 28% of senior management; Expanded fully paid maternity leave to <b>120</b> working days and introduced childcare leave; employed 90 people of determination (4%); strengthened employee voice and culture through our <b>Speak Up sessions, Your First Day at Emirates NBD</b> onboarding initiative, and the Voice of Our People engagement program, achieving an engagement score of <b>73%</b>; and supported employee wellbeing through Comprehensive Care initiatives covering health and financial wellbeing.</p>
 <p><b>Learning and Development</b></p>	<p>● <b>Medium</b> Builds employee capability, improves employability and service quality; insufficient learning can drive operational errors and weaker compliance culture.</p>	<p>● <b>Medium</b> (Operational / Compliance / Tech) – Skill gaps can elevate cyber, compliance, and operational risks and slow transformation.</p>	<p>● <b>Medium-High</b> Up skilling strengthens competitiveness, innovation capacity, and readiness for new sustainability and digital requirements.</p>	<p>Delivered <b>81 thousand</b> training hours (<b>31.5 hours/employee</b>); ran “<b>She Leads Her Future</b>”; focused on ESG/climate training including <b>IFRS Sustainability Disclosure Standards</b>; partnered with universities for <b>Future Ready Job Shadowing</b>.</p>
 <p><b>Environmental Management</b></p>	<p>● <b>Medium</b> Direct impacts stem from branch/office footprint (energy, waste, water). Positive impacts are achieved through efficiency and green building practices.</p>	<p>● <b>Medium</b> (Cost / Compliance / Physical) – Rising utilities, evolving environmental expectations, and facility risks can increase costs and operational disruptions.</p>	<p>● <b>Medium</b> Efficiency and green buildings reduce costs and support brand differentiation and employee experience.</p>	<p>U Venues Branch awarded <b>LEED v4 ID+C Gold</b>; continued LED conversions and motion activated lighting across locations; used BMS at Head Office to control HVAC/lighting.</p> <ul style="list-style-type: none"> <li>• Branches using LED lighting is 83%.</li> <li>• Branches using VRV Air condition is 60%.</li> <li>• Branches using occupancy sensors is 72%.</li> <li>• Total branches and facilities with energy-efficient technologies is 71.76%</li> </ul>

Material Topic	Impact (GRI – outward impacts)	Risk (IFRS ISSB – financial)	Opportunity (IFRS ISSB – financial)	2025 achievements & key initiatives
 <b>Community Investments</b>	<p>● <b>Medium</b> Community initiatives can create meaningful social impact (skills, accessibility, livelihoods), strengthening social cohesion and prosperity.</p>	<p>● <b>Low</b> (Reputational) – Risks relate mainly to partnership governance, impact quality, and stakeholder expectations.</p>	<p>● <b>Medium</b> Builds trust and social license to operate; strengthens employer brand and talent engagement; can develop future talent pipelines.</p>	<p>Supported 26 volunteering events, benefiting 23,584 individuals. supported “Sustain the Future” innovation competition and <b>T4E</b>; launched Taproot phase 3 (vocational training for <b>120</b> women/youth); renovated Al Amal School for the Deaf; printed <b>15 thousand</b> pages of Braille books; renovated dock on Heissa Island to support tourism.</p>
 <b>Responsible Procurement</b>	<p>● <b>Low-Medium</b> Supplier practices directly influence ethical conduct, labor standards, and environmental performances, service continuity and reputational risk. Procurement governance is designed to strengthen supplier oversight, compliance assurance, accountability, while supporting local economic development.</p>	<p>● <b>Low</b> (Third party / Continuity / Compliance) – Weak supplier oversight increases service disruption risk and exposure to unethical practices.</p>	<p>● <b>Medium</b> Digitized procurement and supplier governance capabilities represent a medium-high strategic opportunity, enabling cost optimization, improved service quality, enhanced traceability, and increased operational resilience across the supply base.</p>	<p>Directed <b>91% of procurement budget</b> to local suppliers, supporting the national economy. Vendor onboarding was fully digitized (<b>reducing cycle time by 60%</b>); <b>80% of strategic suppliers</b> met or exceeded annual performance thresholds. Additional progress: <b>25% SLA improvement</b>, <b>30% escalation reduction</b>, and broader adoption of e-sourcing and digital RFPs, reinforcing cost discipline and governance effectiveness.</p>

# 02

## INTEGRITY AND INNOVATION

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# Integrity and Innovation

At Emirates NBD Egypt, responsible business reflects our conviction that resilience is built on a foundation of integrity and trust. This chapter details our holistic approach to ethical governance, digital security, and sustainable value creation. In 2025, we strengthened our corporate governance frameworks, fortified our cybersecurity defenses, and accelerated digital innovation to serve our customers better. We deepened our commitment to responsible finance by directing capital toward high-impact projects and empowered our local economy through sustainable procurement practices. Through these integrated efforts, we demonstrate that 'Profit with Purpose' is not just a slogan, but the operational standard that secures our future.



## Material Topics

-  Corporate Governance and Ethics
-  Responsible Finance
-  Digital Empowerment and Innovation
-  Cybersecurity and Data Protection
-  Responsible Procurement



## Capitals

-  Social & Relationship
-  Intellectual
-  Human
-  Manufactured
-  Natural
-  Financial



## Strategic Goals

- 1** Diversified Banking Services for Best-In-Class Market Position
- 2** Digital Banking for Inclusivity and Efficiency
- 3** Environmental and Social Leadership for Compliance and Innovation
- 4** Innovation for Emirates NBD Sustainability Image
- 5** Futuristic Mindset for Effective Transformational Change

# Leading with Integrity

## Why It Matters

Strong corporate governance and ethical practices are fundamental to Emirates NBD Egypt's long-term sustainability, risk management, and stakeholder trust. Effective governance ensures strategic oversight, accountability, and transparency across all operations, while upholding integrity and ethical conduct. By embedding these principles into its organizational culture, the Bank mitigates potential risks, fosters responsible decision-making, and reinforces confidence among customers, regulators, employees, and investors.

## 2025 Highlights

22.2%

Female representation across board of directors

100%

Employee attendance rate for anti-corruption, compliance, & code of conduct training

## Our Approach

Emirates NBD Egypt follows a clear governance framework led by a skilled and diverse Board of Directors, with well-defined roles for the Chairperson and CEO. Governance is strengthened through Board Committees overseeing nominations, risk, audit, and remuneration. The Bank enforces a Code of Ethics, Conflict of Interest Policy, and a confidential Whistleblowing Mechanism, providing secure channels for reporting concerns. Compliance and regulatory adherence are supported by automated customer screening, sanctions management, and AML monitoring, while Internal Audit ensures independent oversight and continuous assurance of operational and risk management processes.

## Our Progress

In 2025, Emirates NBD Egypt advanced its governance and ethical practices across all operations where all governance policies are updated to be complied with CBE new governance and internal control regulations issued on 19th September 2024. The Bank maintained continuous oversight through the Board and its committees, ensuring alignment with strategic objectives and robust risk management. Employees completed mandatory training on anti-corruption, compliance, and the Code of Conduct, while whistleblowing channels remained secure with no cases reported. The Bank strengthened operational and credit risk management, including local execution of the Corporate ECL process and integration of environmental and social risk considerations through the ESR Scorecard. Anti-corruption risks were monitored and mitigated as part of the broader risk framework. These efforts collectively reinforced transparency, accountability, and sustainable business practices.

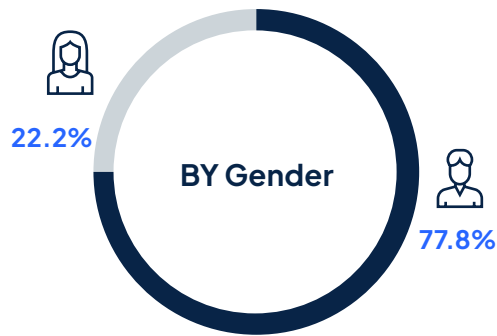
### Policies and Procedure

- Corporate Governance Policy
- Board Charter
- Board Performance Evaluation Policy
- Board Remuneration Policy
- Disclosure Policy
- Fit and Proper Policy
- Board Conflict of Interest Policy
- Personal Account Dealing Policy
- FATCA Compliance Policy
- Compliance Charter Policy
- Compliance Monitoring Policy
- Compliance Breaches Policy
- Related Party Transaction Guideline
- Whistle Blowing Policy
- AML Policy
- Sanctions Policy
- Operational Risk Policy
- Fraud Policy
- NPPA Policy
- Conduct Risk Policy
- Regulatory Communications Policy
- ICAAP and Stress test standards
- Risk Appetite Statement
- ICAAP and Stress Test Framework
- Stress Test Process
- Risk Management Framework
- CSR Policy

## Board Structure and Diversity

Emirates NBD Egypt maintains a Board of Directors designed for effective oversight, strategic leadership, and sustainable governance. The Board combines executive, non-executive, and independent members, bringing a range of expertise and perspectives that support informed decision-making and strong independent oversight.

Governance practices focus on enhancing transparency, strengthening accountability, and ensuring alignment with regulatory standards. The Board oversees the continuous development of governance policies, regularly evaluates performance, and ensures the management of conflicts of interest, while submitting all required reports to the CBE. This composition and approach reinforce the Bank's commitment to resilient, responsible, and forward-looking governance.



22.2% Female

77.8% Male

### Member Breakdown

#### By Independence Status

2 Independent members 25%

8 Other members 75%

#### By Executive Status

2 Executive members 25%

8 Other members 75%

#### Average Tenure

4.6 years

#### Board Meeting

6 meetings



## Board Members



**Aazar Ali Khwaja**

Group Head International & Advisor  
to Group CEO for DenizBank.

Tenure: 9 months (April 2025)



**Hesham Al Qassim**

Chairman

Tenure: 12 Years & 7 Months



**Shayne Nelson**

Vice Chairman

Tenure: 6 Years & 9 Months



**Amr ElShafei**

Chief Executive Officer (CEO)  
and Managing Director

Tenure: 2 Years & 10 Months



**Rania Hakim**

Executive Board Member

Tenure: 3 Years & 9 Months



**Eman Abdel Razzaq**

Non-Executive Board Member

Tenure: 3 Years & 9 Months



**Khaled Dahawy**

Independent Board Member

Tenure: 10 months



**Neeraj Makin**

Non-Executive Board Member

Tenure: 5 Years & 3 Months



**Hossam Fouad**

Independent Board Member

Tenure: 10 Months



## Board Nomination and Evaluation

Emirates NBD Egypt follows a structured and transparent process for nominating and evaluating Board members to maintain effective governance. Governance and Nominations Committee presents the nominations to the board of directors for approval then sends them to CBE for pre-approval before submitting them to the General Assembly for approval in its first meeting.

The Bank also has a comprehensive evaluation framework for the Board, covering self-assessments, peer reviews, and committee evaluations. Results are consolidated into an evaluation report submitted to the CBE, ensuring accountability and continuous improvement. These practices help maintain a Board that is skilled, diverse, and aligned with the Bank's strategic objectives, supporting sustainable growth and value creation.

## Board Responsibilities

At Emirates NBD Egypt, the Board of Directors has clearly defined responsibilities to ensure effective governance and oversight. With a split leadership structure, the Chairperson provides independent oversight, guides discussions, and ensures sound decision-making. The Board reviews and approves key strategies, policies, and reports submitted by senior management, including matters related to sustainability, performance, and risk.

### Chairperson Responsibilities

The Chairperson ensures the overall effectiveness of the Board, providing guidance, fostering trust among Board members, and promoting strong relationships between executive and non-executive directors. The Chairperson oversees the proper execution of Board decisions and ensures that members have access to accurate, timely, and sufficient information to perform their duties effectively.

### CEO Responsibilities

The CEO and Managing Director is responsible for the day-to-day management of the Bank, implementing the strategies approved by the Board, coordinating operations across all business units, and maintaining effective internal controls. Ensures that policies and procedures are executed efficiently, while recommending qualified management personnel to support operational excellence.

## Board Committees

### Board Governance & Nomination Committee

Advises the Board on governance matters and oversees the nomination of Board members and senior management. It ensures a structured and transparent process for appointments, supporting effective oversight and alignment with best governance practices.

**Head of Committee**  
Hesham Al Qassim

#### Members

Shayne Nelson      Eman Abdel Razzaq

1 Meeting

### Board Risk Committee

Provides guidance on identifying, assessing, and mitigating risks that could affect the Bank's operations. It ensures that a robust risk management framework is in place, supporting the Board in making informed strategic decisions.

**Head of Committee**  
Neeraj Makin

#### Members

Hesham Al Qassim      Amr ElShafei  
Shayne Nelson      Hossam Fouad

4 Meetings

### Board Audit Committee

Monitors internal audit processes, compliance measures, and financial reporting integrity. It recommends improvements to enhance transparency and accountability across the Bank's operational and financial activities.

**Head of Committee**  
Khaled Dahawy

#### Members

Shayne Nelson      Neeraj Makin

4 Meetings

### Board Salaries & Remuneration Committee

Develops and recommends remuneration policies for Board members, ensuring that compensation is fair, competitive, and aligned with organizational performance and governance standards. It supports the attraction and retention of qualified Board members.

**Head of Committee**  
Eman Abdel Razzaq

#### Members

Hesham Al Qassim      Shayne Nelson

3 Meetings

## Management Committees

### EXCO Committee

Oversees day-to-day management and execution of the Bank's strategy.

### ALCO Committee

Manages the Bank's balance sheet, including assets, liabilities, and liquidity.

### Legal risk committee

Oversees identification, assessment, and mitigation of legal risks arising from litigation and regulatory exposures.

### Operation risk committee

Monitors and manages risks arising from internal processes, people, systems, and external events.

### Outsourcing risk committee

Oversees risks related to third-party service providers, ensuring effective mitigation of operational, legal, and reputational risks.

### Bank Tariff Committee

Oversees pricing, fees, and charges to ensure transparency, regulatory compliance, and alignment with the Bank's strategy.



## Code of Ethics

Upholding the highest standards of integrity and ethical conduct is fundamental to the Bank's operation. Emirates NBD Egypt is proactively focused on developing a sustainable, ethical culture that prioritizes avoiding conflicts of interest and ensuring fair transactions across all levels. This foundational commitment drives behavioral standards and ensures alignment with the Bank's core values, reinforced by mandatory compliance programs. For instance, the Bank achieved a 100% employee attendance rate for anti-corruption, compliance, and code of conduct training in 2025, ensuring comprehensive adherence to the ethical framework. As a direct result of these Effective controls. The Bank recorded no breaches of human rights or the code of ethics, and no complaints related to corruption, bribery, discrimination, harassment, or conflicts of interest, reinforcing the trust placed in the institution by all its stakeholders.

100%



Employee attendance rate for anti-corruption, compliance, & code of conduct training in 2025

## Conflict of Interest Policy

The Bank maintains a conflict of interest policy that establishes clear guidelines and procedures to identify, evaluate, and manage any situation that could potentially compromise the integrity of the Bank or its employees. This policy mandates the full disclosure of personal and professional interests and ensures that all transactions are conducted on a fair and transparent basis, prioritizing the best interests of the Bank and its clients over private gain. In 2025, the Bank successfully completed the localization and enhancement of the policy to align with specific local regulatory and compliance requirements, ensuring its continued relevance and stringency in the Egyptian market.

## Whistleblowing and Whistleblower Mechanism

At Emirates NBD Egypt, fostering a culture of transparency and accountability is a cornerstone of its governance framework. The Bank provides a secure and confidential whistleblowing mechanism, enabling employees and stakeholders to report any suspected unethical or illegal activities in good faith, including potential fraud, corruption, abuse, or breaches of the Code of Conduct and Ethics policies.

### Reporting Channels

Egycustomercare@emiratesnbd.com

800 FRAUD (37283)



## Compliance and Regulatory Adherence

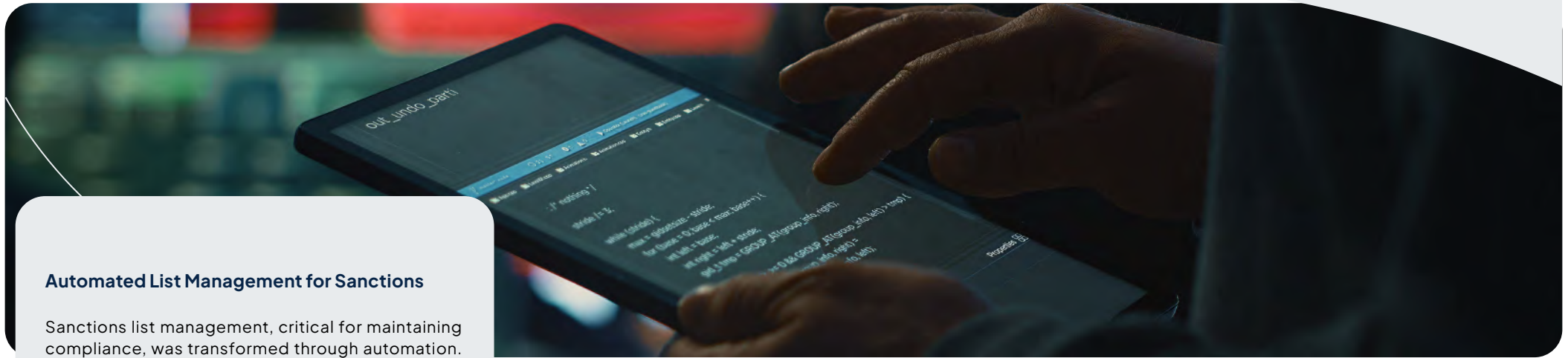
The Bank maintains a rigorous commitment to full compliance with all supervisory laws, regulations, and rules mandated by the relevant regulatory authorities, including the CBE. Emirates NBD Egypt ensures full awareness of compliance and non-compliance risks, supported by continuous oversight and accountability across all departments. This adherence is a cornerstone of the Bank's license to operate and its commitment to ensuring market stability and transparency. In line with this commitment, the Bank also implements a dedicated FATCA Compliance Policy, ensuring alignment with applicable international tax reporting requirements and maintaining due diligence, reporting, and governance practices in accordance with FATCA obligations.

### Automated Customer Screening During Onboarding & KYC

To reinforce local regulatory compliance and due diligence requirements, Emirates NBD Egypt deployed the automated screening system, Firco Screen & Keep (FSK), completed in 2025. Replacing a manual process, FSK significantly increased the accuracy of screening results and established robust governance through a verifiable digital footprint. This automation improved customer risk classification and resulted in an operational efficiency saving of approximately 383 hours per month, substantially reducing the turnaround time for new accounts and mitigating operational risk.

383 Hours

Saved per Month



### Automated List Management for Sanctions

Sanctions list management, critical for maintaining compliance, was transformed through automation. Previously characterized by complex, manual dependency and the inherent risk of human error, the process is now a fully automated and auditable system. Previously lacking clear evidence of the maker-checker mechanism and struggling to trace record changes, the new solution eliminated reliance on outdated technology and automated data fetching and updates. This transformation ensures strong data integrity, enforces a proper digital maker-checker process, prevents record duplication, and provides a comprehensive audit trail for all changes and regulatory correspondence, significantly strengthening the Bank's overall control environment.

### Internal Control and Assurance

The Internal Control System is designed to ensure the continuous effectiveness of operational processes, thereby safeguarding the institution's assets and strategic objectives. This framework is built upon the foundational principles of structural clarity, accountability, and rigorous adherence to internal policies. Complementing this system, the Bank places utmost importance on independent and objective Internal Audit oversight.

Internal Audit provides objective assurance to the Board of Directors and Senior Management by continuously assessing the Bank's risk management processes and evaluating the efficacy of the entire internal control environment. Maintaining the operational independence of the Audit activity ensures a credible and unbiased review process essential for sound decision-making and a high-integrity control environment across the organization.

### Anti-Money Laundering (AML) Policy

Emirates NBD Egypt maintains a well-structured Anti-Money Laundering (AML) framework as a key component of its governance and compliance practices. The Bank continuously monitors and assesses risks across its operations to detect, prevent, and mitigate potential financial crimes. During 2025, operations were evaluated for AML compliance, demonstrating the Bank's proactive approach. This ensures adherence to regulatory requirements, strengthens the integrity of its operations, and reinforces its commitment to high standards of transparency and ethical conduct.

## Risk Management

An independent Risk Management system is integral to Emirates NBD Egypt's sustainable performance. This strategic oversight mechanism identifies, assesses, measures, and mitigates all material risks including credit, market, operational, and liquidity risks on an enterprise-wide basis. By continuously evaluating the risk profile against defined appetite thresholds, the Bank ensures that risk oversight is a continuous, top-down process vital for maintaining institutional stability and achieving long-term strategic goals.

### Anti-Corruption Risk Assessment

The Bank's risk assessment methodology ensures that corruption risks are fully integrated and continually monitored. Anti-corruption is primarily managed as a significant sub-event of the internal fraud risk profile. This structured approach allows the Bank to maintain granular oversight. By embedding anti-corruption into the broader operational risk framework, the Bank ensures that resources and mitigating controls are appropriately allocated to address these significant identified risks.

### Enterprise and Credit Risk Management (ECRM) Framework

The Enterprise and Credit Risk Management (ECRM) framework provides comprehensive analytical support to Business and Management, ensuring sound governance practices across all risk disciplines. Its scope includes the design and review of risk policies, guidelines, and metrics, alongside the reporting and monitoring mechanisms required to maintain effective risk oversight across the Bank.

ECRM actively enhances the Bank's risk governance by engaging in the review of all risk policies in liaison with relevant stakeholders, ensuring alignment with the overall risk strategy framework and regulatory expectations. The function contributes to the designing and execution of the Bank's Risk Appetite Statement (RAS), including the metrics designed to measure adherence to the approved risk appetite across different risk measures and parameters.

The Bank's exposures are continuously evaluated through a structured system of triggers and early warning signals, supplemented by the monitoring of account conduct, assessment of credit risk mitigants, market intelligence, past dues, and Early Alerts (EA). In addition, ECRM establishes indicative and sufficient monthly risk reports that support business and risk functions in understanding where the Bank stands, presenting key risk indicators such as non-performing loans (NPL%), coverage ratios, cost of risk (CoR), portfolio concentration levels, and capital adequacy ratios (CAR).

The ECRM framework also applies a robust analytical framework to identify the level of risk based on a comprehensive assessment of the Bank's risks, including the assessment of the Bank's internal capital requirements, in pursuit of achieving the business strategy while maintaining adequate risk buffers. As part of this framework, the Bank has established and updated relevant recovery plans to be activated in cases of stress, ensuring preparedness to manage severe crisis scenarios and restore capital and liquidity positions.

Through these integrated activities, the ECRM framework supports compliance with internal policies, local regulatory requirements, and supervisory guidelines, ensuring that top and emerging risks are properly identified, reported, managed, and mitigated in a timely manner. This approach strengthens institutional resilience, reinforces sound governance, and supports the Bank's long-term sustainable performance.

”

At Emirates NBD Egypt, we take a proactive and structured approach to managing risks. We continue to strengthen our Environmental and Social Risk Management practices through the implementation of our Sustainable Finance Policy, supported by the ESRM framework and Environmental and Social Risk Scorecard, allowing us to have a robust and resilient sustainable growth.”



**Rania Hakim**  
Chief Risk Officer (CRO)



### Enhancing Expected Credit Loss (ECL) Governance and Oversight

In 2025, Emirates NBD Egypt successfully completed the hosting of the Corporate Expected Credit Loss (ECL) run, enhancing the efficiency and timeliness of the ECL process at the Egypt level while remaining fully aligned with Emirates NBD Group IFRS 9 governance, methodologies, and oversight. This initiative reduced turnaround time and strengthened the Bank's ability to perform forecasting, stress testing, and scenario analysis through the ECL engine.

In parallel, the Bank developed an updated ECL policy in accordance with IFRS 9 regulations, designed to enhance the accuracy and consistency of ECL calculations in line with regulatory requirements and best practices. The updated policy supports robust credit risk measurement and prudent capital planning.

## Systemic Risk Management and Capital Planning

Systemic risk management at Emirates NBD Egypt is anchored in the Internal Capital Adequacy Assessment Process (ICAAP), stress testing, and recovery planning. Stress test outcomes are used to assess the Bank's resilience under baseline and adverse economic scenarios and serve as key inputs into ICAAP to ensure capital buffers remain sufficient to absorb current and forward-looking risks.

As part of its risk mitigation strategies, the Bank has established and updated its Recovery Plan to ensure that it is pre-emptively prepared to face and deal with severe crisis situations threatening the Bank's viability. The Recovery Plan sets out a series of pre-defined actions designed to support the Bank through recovery and restoration of its capital and liquidity position and enable a return to normal operations.

## Environmental and Social Risk Management (ESRM)

Emirates NBD Egypt has formalized its commitment to sustainability through a Sustainable Finance Policy, guiding lending and investment decisions while managing environmental, social, and governance (ESG) risks. The policy sets out principles, criteria, and governance mechanisms to evaluate and mitigate potential ESG-related exposures across the Bank's portfolio. These measures ensure that ESG risks are systematically identified and addressed, enabling the Bank to make more informed credit decisions and reduce exposure to high-risk sectors.

### Environmental and Social Risk Scorecard

To operationalize its Environmental and Social Risk Management framework, Emirates NBD Egypt applies an Environmental and Social Risk (ESR) Scorecard as part of its corporate credit assessment process. The scorecard evaluates corporate clients' environmental practices, including pollution control, waste management, and resource efficiency, as well as social factors such as labour conditions and human rights.

In line with Emirates NBD Group instructions, the ESR Scorecard is applied to corporate facilities exceeding AED 50 million. For project finance transactions exceeding EGP 200 million, a separate environmental and social assessment is obtained from an external environmental consultant, in accordance with Central Bank of Egypt (CBE) requirements.

In parallel, the Bank is embracing digital transformation through the adoption of SAS solutions, enabling the automation, optimisation, and streamlining of environmental and social risk assessment workflows. This enhances consistency, efficiency, and traceability across the credit evaluation process.

By embedding environmental and social risk assessments into credit decision-making, the Bank ensures that potential ESG risks are identified early, appropriately mitigated, and factored into lending decisions, thereby reducing exposure to high-risk activities and strengthening the overall sustainability and resilience of its portfolio.

# Resilience and Security

## Why It Matters

In today's digital environment, cybersecurity and data protection are critical for maintaining the trust of customers, employees, and stakeholders. Emirates NBD Egypt prioritizes safeguarding sensitive information, preventing unauthorized access, and ensuring resilience against evolving cyber threats to protect operations and customer confidence.

## 2025 Highlights

93%

Reduction in vulnerabilities

Over 150

Over 150 Cybersecurity awareness sessions conducted



### Our Approach

Emirates NBD Egypt adopts a holistic cybersecurity strategy anchored in Resilience, Compliance, and Integration, moving beyond traditional defense to embed security controls directly into the Bank's digital transformation journey and end-to-end business processes. We align our information security strategy with business and technology objectives to deliver sustained, secure systems, utilizing a defense-in-depth model that combines rigorous governance, advanced threat detection, and continuous vulnerability management. Furthermore, our operations are strictly aligned with international and local standards.

### Our Progress

In 2025, Emirates NBD Egypt strengthened its cybersecurity framework, embedding security controls into daily operations, digital initiatives, and risk management processes. Staff and customers participated in awareness programs, vulnerabilities were reduced through regular assessments, and no financial losses or data privacy breaches were reported, demonstrating the Bank's commitment to maintaining a secure and resilient environment.

## Security Governance, Compliance and Digital Integration

Emirates NBD Egypt maintains policies and procedures fully compliant with international and local standards, as well as the CBE's Financial Cybersecurity Framework. Compliance is continuously monitored through automated systems and regular audits, ensuring alignment with regulatory requirements from both the CBE and the UAE Central Bank. Cybersecurity is fully integrated into the Bank's digital transformation initiatives, with security controls embedded into end-to-end business processes and workflows being centralized and aligned with PCI/DSS standards. This integrated approach strengthens governance, safeguards sensitive information, supports operational efficiency, and enables a seamless and secure customer experience, with no financial losses or data privacy breaches reported.

## Risk and Threat Management

The Bank conducts regular vulnerability assessments, penetration tests, and security configuration reviews across networks, systems, and software. These efforts identify critical, high, and medium risks, allowing rapid remediation and continuous improvement. In 2025, vulnerabilities across the organization were reduced by 93%, demonstrating tangible results from these programs. Security assessments are embedded in every new initiative, product launch, or system change, ensuring that cybersecurity risks are anticipated and addressed before they can impact operations.

Additionally, the Bank hosts a structured process for ongoing monitoring of endpoints, servers, and applications, strengthening protection against emerging cyber threats and minimizing the potential impact of operational disruptions.

93%

Reduction in vulnerabilities

## Digital Fraud Prevention and Card Security

Emirates NBD Egypt maintains a structured card monitoring strategy framework to set appropriate controls that mitigate losses from fraudulent card transactions. The focus is on a proactive, 24/7 defense mechanism that includes Online Cards Fraud Monitoring and the implementation of decline and alerting rules. These controls are not static; the Bank performs regular review and modification of fraud rules to remain vigilant against emerging fraud trends in the market. This ongoing process involves regular analysis of fraudulent activities, which enables the Bank to take immediate action, such as stopping card usage through identified risky merchants, thereby protecting customer assets and institutional stability.

### Emirates NBD Egypt's Fraudulent Strategy



## Cybersecurity Culture and Awareness

Emirates NBD Egypt fosters a culture of security awareness among employees and customers through year-round programs. Staff receive induction training, mandatory e-learning modules, and refresher sessions, complemented by targeted interventions for repeated phishing incidents. In 2025, over 150 awareness sessions were conducted, combining classroom, virtual, and interactive methods.



**Over 150**

Awareness sessions were conducted in 2025

### NBD Awareness Track

New employees undergo structured induction training as part of the NBD Awareness Track, ensuring they are familiar with the Bank's cybersecurity policies and practices. This is complemented by ongoing refresher emails and online sessions to reinforce awareness throughout the year.

**1085** Participants

### E-Learning Courses

The Bank offers comprehensive e-learning programs for all staff, including mandatory online courses for new hires, refresher courses for existing employees, and annual training to maintain up-to-date knowledge of cybersecurity practices and protocols.

**2295** Participants

### External Solutions

During the annual Cybersecurity Awareness Month (CSAM), Emirates NBD Egypt hosts interactive on-site events for staff, featuring games, VR experiences, and awareness sessions designed to engage employees and enhance their understanding of cyber risks.

**870** Participants

### Clients Awareness Program

The Bank extends cybersecurity awareness to customers through branch sessions, SMS notifications, and social media campaigns during CSAM. These initiatives aim to educate clients on safe digital practices and reinforce secure interactions with the Bank's services.

**20 thousand** Participants

# Pioneering Digital Innovation

## Why It Matters

Digital transformation is a key enabler for Emirates NBD Egypt, supporting faster, more reliable, and more convenient banking services for both retail and corporate customers. By integrating technology into operations and customer touchpoints, the Bank enhances efficiency, reduces manual effort, and strengthens the security, accessibility, and responsiveness of its services. This approach ensures that customers can manage their finances anytime, anywhere, while the Bank maintains operational excellence and compliance with evolving regulatory standards.

## Our Approach

The Bank's digital strategy focuses on embedding automation, self-service capabilities, and digital tools into daily operations. Initiatives such as CRM automation, IVR enhancements, and self-service card issuance aim to streamline workflows, minimize manual intervention, and improve operational efficiency. Simultaneously, digital platforms are continuously upgraded to provide customers with intuitive, reliable, and secure channels for managing their banking needs, ensuring that technology serves both business objectives and customer experience.

## Our Progress

In 2025, Emirates NBD Egypt expanded its digital footprint across retail and corporate segments, increasing active users of Internet and Mobile Banking and introducing multiple service enhancements. Customers benefited from faster, seamless transactions, reduced reliance on branches, and improved self-service options. Operationally, automation and digital tools improved efficiency, strengthened control over processes, and enhanced the Bank's ability to deliver timely and high-quality services.

# 2025 Highlights

### Retail Mobile Banking



**235 thousand**

Total number of customers

**1.5 Mn**

Number of transactions

**87 thousand**

Total number of active customers

**EGP 119 bn**

Value of transactions

### Corporate Mobile Banking



**6,909**

Total number of customers

**3,360**

Total number of active customers

**1.3 Mn**

Number of transactions

**EGP 117 bn**

Value of transactions

## Automation and Operational Efficiency

Digital Transformation is the engine driving internal efficiency, service speed, and process governance, enabling the Bank to handle higher volumes with greater accuracy and lower cost. The Bank's operational focus in 2025 centered on enhancing end-to-end process automation and optimizing core banking functions. This strategic shift facilitates scalable growth, minimizes manual intervention risk, and ensures regulatory compliance is embedded directly into workflow execution.

### CRM Automation

In 2025, the Bank enhanced its customer relationship management system to automate a wide range of customer requests and processes. This included implementing 7 new Straight-Through Processing (STP) workflows for retail services and introduced a new STP workflow for corporate services, 20 new non-STPs, 4 system enhancements, and supporting 2 new product launches. By reducing the need for manual handling, the initiative improved processing speed, increased accuracy, and allowed staff to focus on higher-value interactions. As a result, customers experienced faster turnaround times, smoother service delivery, and more efficient use of their data, while the Bank achieved greater operational efficiency.

7

new STPs for Retail Services

20

new non-STPs

## Instant Payments and Enhanced Transfer Limits

In 2025, Emirates NBD Egypt further strengthened its mobile banking proposition by enhancing instant payment capabilities and increasing daily transfer limits to EGP 10 million. Customers can now execute real-time transfers at any time and from any location using multiple identifiers, including mobile numbers, instant payment addresses, account numbers, or card numbers, directly through the Emirates NBD mobile banking application. This enhancement supports faster, more flexible financial transactions, improves accessibility to digital banking services, and reinforces customer confidence in using mobile channels for both routine and high-value payments.



## Self-Service Enhancements

In 2025, Emirates NBD Egypt continued to enhance its self-service capabilities across digital and assisted channels, enabling faster and more convenient access to banking services.

**Interactive Voice Response (IVR)** system was upgraded through three new production configurations and additional service enhancements, providing instant self-service for key transactions such as card activation, PIN setting, cheque book requests, transfers, and account inquiries. These improvements significantly reduced Average Call Handling Time (AHT), shortened waiting periods, and improved resolution speed, contributing to higher customer satisfaction.

**Instant Issuance Products** In parallel, the Bank expanded its instant issuance capabilities to enhance in-person convenience. In 2025, Instant Cheque Book Issuance became available at 10 branches, allowing eligible Retail, Corporate, and BUB customers to receive cheque books within just one hour. By utilizing dedicated couriers upon approval to eliminate central processing delays, this initiative aligns with the Bank's strategic focus on high-net-worth client satisfaction and digital enabled operational agility.

Collectively, these enhancements streamlined customer journeys, reduced reliance on manual support, optimized call center efficiency by deflecting routine inquiries, and strengthened service consistency across all customer touchpoints.

## Special Commission Tool

Emirates NBD Egypt has implemented a centralized digital tool to manage, monitor, and control special commission waivers across multiple business lines, including Corporate, Business Banking (BUB), Trade, Outward Clearing, Remittance, and other miscellaneous services. The tool supports structured and efficient oversight of commissions, reducing manual tracking and enabling better operational control. In 2025, the system successfully managed special commission activities for 471 customers, demonstrating its effectiveness in streamlining commission processes while maintaining full visibility and accountability.

**471**

Customers benefited

## Robotics Process Automation (RPA)

Emirates NBD Egypt continued to enhance operational efficiency through Robotics Process Automation. In 2025, a dedicated robot was deployed to automate the generation of daily reports, significantly reducing manual effort and minimizing the risk of human error. The automation improved report accuracy, accelerated processing time, and enabled staff to focus on higher-value review and reconciliation activities. This initiative reflects the Bank's ongoing commitment to embedding intelligent automation across core processes to strengthen productivity and service quality.



## Customer-Centric Approach

Emirates NBD Egypt continues to place customers at the heart of its digital strategy, focusing on continuous enhancements to Mobile and Online Banking platforms. By offering instant, convenient, and intuitive services, the Bank ensures seamless user experience, simplifies everyday banking, and empowers customers to manage their finances efficiently. This encourages greater engagement with digital channels, promotes self-service adoption, reduces dependence on physical branches, and enables faster, more responsive banking interactions.

## Digital Channel Usage

Emirates NBD Egypt continues to expand its digital footprint, providing customers with accessible and reliable Internet and Mobile Banking services. In 2025, the Bank served 235 thousand Internet and Mobile Banking customers, reflecting a year-on-year growth from 190 thousand customers in 2024. These platforms enable customers to complete a wide range of banking transactions remotely, contributing to improved convenience, faster service, and operational efficiency.

**235 thousand**

Internet & Mobile Banking Customers  
(+24% YoY)

**87 thousand**

Internet & Mobile Banking Active Users  
(+8% YoY)

### Retail Mobile Banking



In 2025 the Bank supported 235 thousand active customers who collectively executed transactions, totalling EGP 119 billion in transaction volume. These figures reflect the growing reliance on digital channels for everyday banking needs and demonstrate how enhanced Mobile and Internet Banking features have simplified the customer experience while reducing dependence on physical branches.

**235 thousand**

Total number of customers

**87 thousand**

Total number of active customers

**1.5 Mn**

Number of transactions

**EGP 119 Bn**

Value of transactions

### Corporate Mobile Banking



For corporate clients, the Bank served 6,909 customers, with 3,360 recognized as active users of Internet Banking. These active clients executed transactions, amounting to EGP 117 billion in transaction volume. The corporate digital platform supports efficient management of corporate accounts and treasury operations, ensuring secure, timely, and high-value transactions for business clients.

**6,909**

Total number of customers

**3,360**

Total number of active customers

**1.3 Mn**

Number of transactions

**EGP 117 Bn**

Value of transactions

### Inclusive Retail Banking Across Regions and Customer Segments

Emirates NBD Egypt's retail banking services reach customers across multiple regions, demonstrating a wide and inclusive presence nationwide. In 2025, the Bank strengthened engagement across key areas, reflecting its continued ability to serve the diverse needs of its customer base throughout Egypt.

**24%**

Female representation across retail banking customers

**+27% YoY**

Youth representation across retail banking customers

### Business Online and Smart Trade Platform

Emirates NBD Egypt continued to enhance its Business Online and Smart Trade digital platform in 2025, providing SME clients with an efficient and secure solution to manage all Trade Finance requirements anytime and from anywhere. The renewed portal features enhanced performance and a user-friendly interface that allows clients to execute transactions in just a few clicks, directly from their office or home. By digitizing Trade Finance processes, the platform significantly reduces paperwork, minimizes the need for branch visits, and accelerates service delivery. Clients benefit from real-time access to transaction statuses, comprehensive historical data, and a full view of documents, SWIFT messages, and trade advices, as well as detailed reports that support effective working capital and cash flow management. Through these enhancements, the platform delivers a consistent, convenient, and customer-centric digital banking experience while improving operational efficiency for both clients and the Bank.

# Banking with Purpose

## Why It Matters

Sustainable economic progress relies on lending practices that are both ethical and inclusive. By channeling capital effectively, financial institutions can support real economic value, safeguard customers, and foster long-term prosperity for the wider community. This ensures that growth extends beyond financial returns to create a resilient, equitable, and financially healthy society.

## Our Approach

Our strategy centers on “Responsible and Inclusive Growth,” ensuring that every financing decision upholds rigorous risk and governance standards while supporting national development. We manage a diverse lending portfolio that spans microfinance, SMEs, corporate banking, and retail segments to provide broad access to opportunity. By empowering entrepreneurs and supporting strategic sectors, we align our financial objectives with the needs of the real economy.

## Our Progress

In 2025, Emirates NBD Egypt made significant strides in advancing its responsible finance agenda. We successfully updated our policies to include a comprehensive Business Banking Program Lending Framework & Policy, which enhances our ability to support diverse business needs. Our financial performance reflects this commitment, with total assets reaching EGP 208 billion, a 31% increase year-on-year. Additionally, our total deposits grew by 33% to EGP 170 billion, and retail assets saw a 29% rise to EGP 22 billion. Our net profits increased by 15%, reaching EGP 6 billion, our net loans increased by 14% to EGP 90 billion, demonstrating our ongoing support for the economy.

## Emirates NBD Egypt Financial Highlights 2025

**EGP 208 Bn**

Total Assets  
(+31% YoY)

**EGP 90 Bn**

Net Loans  
(+14% YoY)

**EGP 6 Bn**

Net Profits  
(+15% YoY)

**EGP 170 Bn**

Total Deposits  
(+33% YoY)

**EGP 110**

Earning per Share  
(+14% YoY)

**EGP 74 Bn**

Corporate Loans  
(+10% YoY)

**EGP 13 Bn**

Net Interest Income  
(+16% YoY)

**EGP 22 Bn**

Retail Assets  
(+29% YoY)

**EGP 23 Bn**

Total Equity  
(+32% YoY)

### Policies

- Business banking program lending framework & policy
- Sustainable Finance Policy

”

At Emirates NBD Egypt, we delivered strong financial performance, achieving 15% year-on-year growth in net profits. This reflects our disciplined financial management and strategic focus on sustainable growth. By aligning profitability with long term value creation, we continue to strengthen our resilience and reinforce our position as a forward-looking financial institution.”



**Tamer Ghannam**  
Chief Financial Officer

## Sustainable Finance Champions

In Q2 of 2025, the Sustainability and Sustainable Finance team launched the “Sustainable Finance Champions” initiative, designed to recognize and celebrate relationship managers who actively contribute to expanding our Environmental and Social portfolio each quarter.

The Sustainable Finance Champions event takes place every quarter, where the champions’ achievements are acknowledged by CEO, Mr. Amr ElShafei, and Chief Strategy & Sustainability Officer, Dr. Amgad Doma, who commend their exceptional dedication and impact. These relationship managers consistently demonstrate strong leadership, sustainability awareness, and a commitment to driving positive environmental and social outcomes through their work.

## Responsible and Inclusive Growth

Emirates NBD Egypt’s approach to responsible finance is grounded in the belief that sustainable economic progress is only achieved when lending practices are both ethical and inclusive. We strive to ensure that every financing decision supports real economic value while safeguarding customers and upholding rigorous risk and governance standards.

Our lending portfolio reflects this commitment, extending across microfinance, SMEs, corporate banking, and retail segments to ensure broad access to opportunity.

By empowering entrepreneurs, enabling business expansion, supporting strategic national sectors, and providing accessible credit to individuals, we contribute to a more resilient, equitable and financially healthy society. Our aim is not only to grow our portfolio, but to channel capital in ways that foster long-term prosperity for Egypt’s communities and economy.

### Micro-Lending

Emirates NBD Egypt continues to expand its role in advancing financial inclusion by supporting the microfinance ecosystem across the country. Through strategic partnerships with 14 microfinance institutions (MFIs), the Bank provides funding that enables entrepreneurs, micro-business owners, and underserved segments to access responsible and affordable financing. In 2025, the Bank’s micro-lending portfolio amounted to EGP 1 billion, supporting a diverse network of MFIs that deliver credit to individuals who traditionally face barriers to formal financial services. This portfolio reflects the Bank’s commitment to expanding economic participation, enabling income generation, and supporting inclusive growth.

**EGP 1 Bn** Microfinance Lending portfolio

**14 Partnerships MFIs**



## Empowering Small and Medium-Sized Enterprises (SMEs)

In 2025, Emirates NBD Egypt continued to strengthen its support for SMEs, recognising their vital role as a key engine of economic growth and employment. Our Business Banking loan portfolio reached **EGP 4 billion**, representing a significant year-on-year increase of 75% compared to 2024, reflecting the Bank's strong momentum in expanding access to finance for this critical segment. Through responsible and inclusive lending practices, the Bank tailors responsible and inclusive lending practices to meet the evolving needs of SMEs, while prioritising sector diversification, women's economic empowerment, and full alignment with CBE's mandate to increase SME lending exposure. This accelerated growth demonstrates Emirates NBD Egypt's commitment to supporting productive economic activity and fostering long-term resilience across the SME ecosystem.

**EGP 4 Bn**

(+75% YoY)

Business Banking Loan Portfolio

Our SME portfolio demonstrates a balanced sectoral distribution across key economic drivers, with the **Service sector accounting for 42.21%**, followed by the **Industrial sector at 38.71%** and the **Commercial sector at 18.97%**, reinforcing the Bank's focus on supporting value-adding and employment-generating industries that contribute to national development. This accelerated growth highlights Emirates NBD Egypt's commitment to fostering long-term resilience and sustainable growth across the SME ecosystem.



- 42.21% Services
- 38.71% Industrial
- 18.97% Commercial
- 0.11% Agriculture

Aligned with our dedication to financial inclusion, we continued to champion women entrepreneurship. In 2025, the Bank supported **123 women-owned businesses**. By channeling capital to women-led enterprises, we reinforce our role in advancing women's economic empowerment and fostering a diverse business ecosystem in Egypt.

### Strategic Partnerships Supporting SME Access to Finance

Emirates NBD and Business Community sign an MoU to support SME finance in the Egyptian market, reflecting mutual trust and a shared vision to drive economic growth. Through joining the Fund Hub platform, the first integrated digital platform connecting companies with funding entities, this collaboration aims to facilitate SMEs' access to effective financing, enable the selection of qualified companies, and introduce a smart, transparent financing model that supports sustainable growth and promising businesses in Egypt.



In 2025, we further strengthened our Business Banking operations through a major update to the Business Banking Program Lending Framework & Policy. The enhancements introduced Fleet Finance to support logistics-driven clients, increased maximum loan ceilings to EGP 12 million, and refined program features to better reflect the operational realities of Business Banking customers. These updates also improved the credit framework to support prudent risk management and accelerate loan processing, enabling us to deliver more responsive and tailored financing solutions while maintaining responsible lending standards.

### Enhancing SME Risk Protection – Mohandes Insurance Partnership

To further support small and medium-sized enterprises, Emirates NBD Egypt partnered with Mohandas Insurance Company to provide comprehensive insurance coverage against fire and theft for SMEs financed under the Business Banking program. This initiative strengthens risk protection, enhances business resilience, and supports the sustainability of SME operations.

## Corporate Portfolio Performance

Emirates NBD Egypt continued to maintain a strong and diversified corporate banking portfolio in 2025, reflecting our strategic focus on supporting Egypt's most productive and high-impact sectors. Our corporate lending activities demonstrated resilience and broad-based growth across manufacturing, real estate, finance, contracting, wholesale trade, and other key industries. Total corporate financing reached EGP 74 billion, this represents a growth of 10% YoY.

The Manufacturing sector remains the largest, representing 41% of total corporate financing, reflecting the Bank's ongoing support for industrial development. Contracting follows at 18%, underlining commitment to infrastructure and development projects. Real Estate and Finance & Insurance together account for approximately 17%, demonstrating a balanced focus on economic and financial services. Other sectors collectively make up the

remaining 24%, ensuring portfolio diversification while supporting a wide range of industries crucial to Egypt's economy.

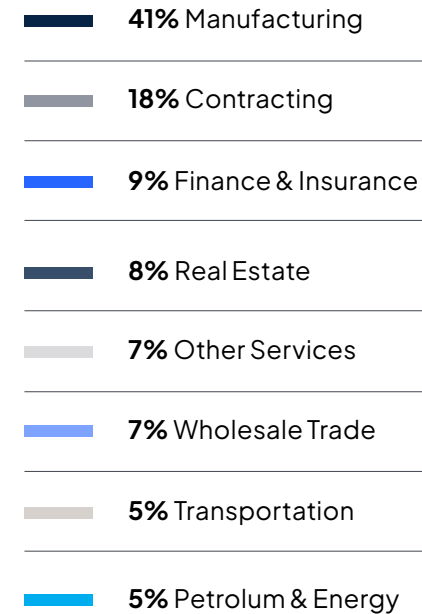
Looking ahead, Emirates NBD Egypt is expanding its corporate financing capabilities by establishing a dedicated framework for participation and underwriting of securitized products, sukuk, and corporate bonds. This new framework will introduce structured portfolio caps, enhanced risk appetite parameters, and alignment between internal rating models and external scales such as MERIS and Moody's. This development positions the Bank to deepen its role in Egypt's capital markets and broaden the range of financing instruments available to corporate clients. Through disciplined lending, sectoral diversification, and innovation in corporate financing solutions, Emirates NBD Egypt continues to champion responsible growth while supporting Egypt's key economic engines and strategic development priorities.



At Emirates NBD Egypt, we recognize our responsibility in supporting clients through their sustainability journey, by embedding Environmental & Social considerations across our corporate lending portfolio, reinforcing our sustainable growth and transitioning towards a low-carbon corporate portfolio."



**Tamer Ragheb**  
Head of Corporate & Institutional Banking



## Corporate Responsible Banking Deals

During 2025, Emirates NBD Egypt continued to strengthen its corporate banking portfolio through a series of landmark financing transactions and strategic partnerships that support sustainable economic growth across key productive sectors. These transactions reflect the Bank's commitment to aligning financial performance with environmental, social, and economic value creation, while supporting large-scale projects that contribute to national development priorities.

### Golden Gate Project (REDCON Properties)

In 2025, Emirates NBD Egypt provided EGP 350 million in financing for the Golden Gate Project, one of REDCON Properties' developments. The facility supports the construction of a sustainable building and is reported under the environmental pillar of the Bank's sustainable finance portfolio. The transaction reflects the Bank's approach to linking financing with environmental performance and advancing its ESG principle of profit with purpose through responsible corporate lending.

### Investment Promotion and Economic Development – GAFI Partnership

Emirates NBD Egypt signed a Memorandum of Understanding with the General Authority for Investment and Free Zones (GAFI) to promote promising investment opportunities at both local and international levels. This strategic collaboration supports investor engagement, facilitates access to opportunities, and contributes to Egypt's sustainable economic development objectives by strengthening the investment ecosystem and business environment.



### Supporting the Tourism Sector – PICKALBATROS Group Financing

As part of its commitment to supporting strategic and productive industries, Emirates NBD Egypt extended a medium-term loan of USD 20 million to PICKALBATROS Group. The financing supports the tourism sector, a key driver of employment, foreign currency inflows, and sustainable economic growth, reinforcing the Bank's role in enabling sectoral development through long-term partnerships.



### International Risk-Sharing and SME Access to Finance – EBRD Partnership

Emirates NBD Egypt became the first bank in Egypt to join the Risk-Sharing Facility agreement with the European Bank for Reconstruction and Development. This strategic partnership broadens access to finance for Egyptian firms, supports risk-mitigated lending, and strengthens the Bank's role in fostering international cooperation and sustainable private sector development.



### Expanding Investment and Wealth Solutions – Beltone Asset Management Partnership

In 2025, Emirates NBD Egypt partnered with Beltone Asset Management to provide clients with access to diversified investment opportunities, including gold and USD fixed income funds. This collaboration enhances the Bank's wealth offering and supports long-term portfolio diversification for clients through innovative investment solutions.



### Real Estate Development and Urban Growth – AZAD Views Project

Reflecting its commitment to supporting major development projects, Emirates NBD Egypt led a banking consortium to arrange a medium-term syndicated loan of EGP 2 billion for the AZAD Views residential project in East Cairo. The transaction highlights the Bank's expertise in structured finance and its role in enabling large-scale urban development within the Egyptian real estate market.



### Real Estate Advisory Services – Coldwell Banker Egypt Partnership

Emirates NBD Egypt entered into a strategic partnership with Coldwell Banker Egypt to offer Priority Banking clients access to professional real estate advisory services. The collaboration facilitates informed real estate investment decisions and enhances client access to high-quality property opportunities supported by trusted market expertise.



### Industrial and Infrastructure Expansion – Elsewedy Electric Group

Emirates NBD Egypt signed a landmark credit facility agreement exceeding EGP 20 billion with Elsewedy Electric Group to support its expansion plans across Egypt, the Kingdom of Saudi Arabia, and the United Arab Emirates. The facility strengthens large-scale industrial and infrastructure projects, particularly in the energy sector, and underscores the Bank's role in financing regional growth drivers aligned with sustainable development priorities.





## Driving Retail Excellence

Emirates NBD Egypt continued to advance inclusive and customer-centric retail banking throughout 2025, expanding access to financial solutions while supporting the aspirations of diverse customer groups. Our retail franchise demonstrated strong growth across assets, lending, customer acquisition, and digital engagement, reflecting our commitment to delivering responsible financial services that empower individuals and families across Egypt.

**EGP 3 Bn**

Auto Loans  
(+66% YoY)

**77 thousand**

Youth Customers (16-30)  
(+27% YoY)

**EGP 17 Bn**

Personal Loans  
(+22%)

**348 thousand**

Total Active Customers  
(+26% YoY)

**82 thousand**

Women Customers  
(+31% YoY)

**EGP 22 Bn**

Total Retail Lending Portfolio  
(+29% YoY)

**EGP 996 Mn**

Value of Youth loan Portfolio  
(27% YoY)

**+40%**

New Payroll Deals YOY

## Retail Lending Portfolio Performance

Retail lending continued to expand in 2025, with the total portfolio reaching EGP 22 billion, reflecting 29% year-on-year growth. Personal lending remained the dominant component of the portfolio at EGP 17 billion, representing 77% of total retail lending. Auto loans recorded EGP 3 billion, accounting for around 14% of the portfolio and demonstrating continued resilience in customer demand for mobility financing. Retail credit card spending reached EGP 14 billion, growing by 97% compared to the previous year and highlighting customers' increasing use of flexible payment options.

The Bank also strengthened its commitment to green lending for solar and electric vehicle financing. This represented 200% growth from the previous year and reflects rising customer interest in environmentally responsible financial solutions.

## Customer base Growth and Diversity

In 2025, Emirates NBD Egypt continued to expand and diversify its retail customer base across key segments. Women customers reached 82 thousand reflecting year-on-year growth of 31%, while youth customers totaled 77 thousand representing an annual increase of 27%. Retail lending activity also expanded across these segments, with 6,951 women borrowers and 3,680 borrowers. This sustained expansion reflects the Bank's focus on broadening customer engagement, enhancing portfolio depth, and supporting long-term participation across diverse customer segments.

## Payroll Banking Service Growth

Payroll Banking continued to be a key growth driver for Emirates NBD Egypt in 2025, delivering strong year-on-year performance across customer acquisition and balance sheet growth. New payroll deals reached 66 agreements, representing a **40% increase compared to 2024**, while new-to-bank payroll customers rose to 48 thousand, **achieving 82% year-on-year growth**. Payroll banking remained the Bank's primary acquisition channel, **contributing 80%** of total Retail new-to-bank customers, with

strong penetration across premium segments. This momentum was further reflected in balance sheet growth, with payroll credit inflows increasing by 60% year-on-year to EGP 64 billion, and payroll liabilities growing by 63%, adding EGP 4 billion in new balances.

## Payroll Service Clinics and Customer Engagement

The Payroll Service Clinic model continued to play a central role in enhancing customer experience, financial inclusion, and digital adoption throughout 2025. Through on-site service clinics at corporate premises, the Bank supported seamless onboarding, financial awareness sessions, and education on digital banking solutions tailored to different customer segments. These initiatives also facilitated inclusive access to banking services for employees with disabilities and strengthened engagement through community and employee-focused events. During the year, Emirates NBD Egypt successfully delivered 70 Payroll Festivals and Service Clinics, reinforcing long-term corporate partnerships and positioning the Bank as a trusted payroll banking partner.

**+82%**

YoY growth in

New-to-Bank Payroll Customers

**+60%**

YoY growth in

Payroll Credit Inflows

**80%**

of Total Retail NTB Acquisition driven by

Payroll Banking

## Eco-Friendly Payroll Cards Initiative

In line with its commitment to sustainable operations and responsible banking, Emirates NBD Egypt expanded the use of environmentally responsible products within its payroll offering. During 2025, the Bank issued 100 eco-friendly and biodegradable payroll cards, reducing plastic waste and supporting more sustainable consumption practices. This initiative complements the Bank's broader sustainability agenda by integrating environmental considerations into everyday banking products, while maintaining high standards of functionality, security, and customer convenience.

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We continue to broaden access to banking through inclusive and digitally enabled retail solutions that serve thousands of clients across Egypt. By pairing financial access with digital innovation and financial education and expanding our portfolio of sustainable offerings including electric vehicle financing, solar panel finance. we aim to drive long term value for individuals, and reinforce our commitment to sustainable and inclusive growth."



**Mustafa Ramzi**

Head of Retail Banking  
& Wealth Management  
& Business Banking

## Sustainable Finance

### Environmental and Social Lending Portfolio

Emirates NBD Egypt continued to strengthen its sustainable finance agenda in 2025 by directing capital toward projects that generate measurable environmental and social value. Our portfolio supports national development priorities and adheres to the CBE's sustainable finance guidelines, reinforcing our role as a responsible financial institution committed to long-term economic resilience and inclusive growth. In 2025, the Bank financed 89 high-impact projects, with 78 social projects and 11 environmental projects, reflecting our continued focus on advancing essential services, infrastructure, community wellbeing, and environmental stewardship. Funding for the year reached EGP 8,456 million, with the majority allocated to social initiatives serving key public functions, and a growing share supporting environmental interventions in waste, resource management, and sustainable construction.

#### Environmental Lending



(41% of Total Sustainability Funding)

#### Social Lending



(59% of Total Sustainability Funding)

#### Environmental and Social Lending Portfolio

**EGP 8,456 Mn**



41% Environmental Lending Portfolio

59% Social Lending Portfolio



### Advancing Climate-Conscious Finance Training Sessions

As part of its leadership in sustainable finance, Emirates NBD Egypt partnered with an environmental consultancy firm to deliver a dedicated CBAM awareness session for corporate and SME clients. The session introduced and explained the European Union's Carbon Border Adjustment Mechanism (CBAM), helping clients understand the implications of this emerging regulation, particularly for businesses exporting to EU markets.

The session also highlighted the importance of monitoring and reducing carbon emissions within clients' operations, supporting their ability to anticipate regulatory requirements and adapt to evolving environmental standards. By providing this targeted awareness, the Bank enabled clients to better prepare for the transition toward more sustainable and compliant business practices.

Through this initiative, Emirates NBD Egypt reaffirmed its role as a trusted partner in supporting clients through the evolving sustainability landscape, equipping them with the knowledge needed to navigate international environmental regulations and maintain competitiveness in global markets.

## Environmental Projects



### 2025 Environmental Lending Portfolio



#### Waste Management

6 Projects

(44% of Environmental Portfolio)

#### Sustainable Building

2 Projects

(32% of Environmental Portfolio)

#### Other Environmental Projects

3 Projects

(24% of Environmental Portfolio)



44% Waste Management

32% Sustainable Building

24% Other Environmental Projects

## Social Projects



#### Health

45 Projects

(43% of Social Portfolio)

#### Infrastructure

13 Projects

(35% of Social Portfolio)

#### Other Social Projects

20 Projects

(22% of Social Portfolio)



43% Health

35% Infrastructure

22% Other Social Projects

# Ethical Procurement

## Why It Matters

Sustainable procurement ensures that the Bank's operations are supported by suppliers who uphold responsible, ethical, and transparent practices. Strengthening the supply chain in this way reduces exposure to third-party risks, supports continuity across critical services, and reinforces national economic development by engaging local suppliers. It also ensures that environmental and social considerations are reflected not only within the Bank, but across the broader ecosystem of partners contributing to its daily operations.

## 2025 Highlights

91%

of procurement budget is allocated to local suppliers

90%

of total supplier base is located in Egypt

300

Tier 1 Supplier

## Our Approach

Emirates NBD Egypt follows a structured procurement framework that integrates ESG principles, regulatory compliance, and operational oversight across all stages of supplier engagement. This approach includes due diligence, clear contractual requirements covering ethics and human rights, and ongoing assessments to ensure performance and compliance remain consistently aligned with the Bank's standards. In parallel, the Bank focuses on strategic sourcing, strengthening local supplier relationships, and expanding digital procurement tools to enhance efficiency, transparency, and traceability across the supply chain.

## Our Progress

In 2025, Emirates NBD Egypt advanced its sustainable procurement practices by increasing reliance on local suppliers, strengthening performance management, and expanding digitalization across procurement operations. Local sourcing continued to be a core focus, supported by structured evaluations that improved supplier reliability and reduced operational escalations. Strategic sourcing initiatives helped optimize spending and reinforce service quality, while digital platforms accelerated sourcing cycles and improved auditability. Collectively, these developments contributed to a more resilient, efficient, and responsible supply chain.



## Sustainable Procurement and Supply Chain Management

Emirates NBD Egypt integrates ESG factors into its procurement and supply chain management. This strategic approach ensures that the Bank's operations and suppliers align with principles of responsible business conduct, ethical labor practices, and human rights, adhering to both CBE regulations and regional standards. To manage third-party risk effectively and maintain high ethical standards, the Bank maintains a formal Policy and Due Diligence Framework that enforces a rigorous process for all vendors. This ensures that compliance and human rights requirements are explicitly included in formal contracts and vendor onboarding documentation such as Non-Disclosure Agreements and No Relative forms.

### Stages of Procurement Process

- 1 SUPPLIER PRE-QUALIFICATION**  
 Determining whether a potential supplier meets the minimum criteria required to conduct business with the Bank.
- 2 RISK ASSESSMENT**  
 Identifying and mitigating financial stability, operational capability, legal compliance, and reputational risks associated with the supplier.
- 3 DETAILED DUE DILIGENCE**  
 Evaluating suppliers beyond basic compliance & risk checks, with an emphasis on incorporating social and environmental considerations.
- 4 APPROVAL & ONBOARDING**  
 Formally onboarding suppliers who successfully meet all assessment criteria.

## Local Sourcing

Emirates NBD Egypt prioritises local sourcing as a core element of its procurement strategy, recognising its role in enhancing cost efficiency, service quality, and national economic resilience. In 2025, 91% of the Bank's procurement budget was directed to local suppliers, while 90% of its total supplier base was located in Egypt. Through engagement with 300 Tier 1 Supplier, this approach strengthens long-term local partnerships, supports domestic businesses, and contributes to sustainable economic development, while ensuring a reliable and efficient supply chain.

**25%**

SLAs

## Strategic Sourcing for High Spend Categories

The Bank focuses on optimizing procurement spending through detailed analysis, market benchmarking, and supplier consolidation. This initiative has improved service level agreements (SLAs) by 25%, resulting in cost savings, higher service quality, and stronger supplier partnerships.

## Supplier Performance Management

A formal annual evaluation scorecard for key vendors tracks delivery, quality, pricing, and SLA adherence. The initiative reduced escalations by 30% and confirmed that 80% of strategic suppliers met or exceeded the required thresholds, enhancing supplier reliability and mitigating operational risks.

**30%**

Escalations reduction

## Digitalization for Supply Chain Efficiency

### E-sourcing & Digital RFP Platform

The implementation of this platform has accelerated sourcing cycles, improved transparency, and strengthened auditability across the Request for Proposal (RFP) process.

### Supplier Portal and Digital Vendor Onboarding

By digitizing vendor onboarding, the Bank reduced the process time by 60%, increased data accuracy, and enhanced the overall vendor experience, supporting stronger supply chain relationships.

# 03

## EMPOWERING PEOPLE AND SOCIETY

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# Empowering people and society

At Emirates NBD Egypt, our social impact reflects our purpose as a bank committed to people. This chapter brings together our efforts to empower employees, enhance customer satisfaction, promote financial inclusion, and support communities across Egypt. In 2025, we expanded opportunities for youth, strengthened pathways for women, improved accessibility for people of determination, and deepened our presence in underserved areas. We continued to cultivate a workplace rooted in wellbeing, equity, and continuous learning, while elevating customer trust through transparent service and proactive protection. Our financial literacy campaigns and community investments reached tens of thousands of individuals, demonstrating the Bank's dedication to shared prosperity. Through these initiatives, we reaffirm that sustainable growth is achieved when society grows with us.



## Material Topics



Employee Engagement, Diversity and Inclusion



Learning and Development



Financial Literacy and Inclusion



Customer Satisfaction



Community Investments



## Capitals



Social & Relationship



Intellectual



Human



Financial



## Strategic Goals

1

Organizational Resilience for Services and Relationships Excellence

2

Environmental and Social Leadership for Compliance and Innovation

3

Thriving Communities for Equitable Society

## Our People, Our Strength



### Why It Matters

Our people are the primary driver of our operational resilience and market standing. At Emirates NBD Egypt, we understand that a supportive and motivated workforce is directly linked to customer satisfaction and business continuity. By investing in the professional and personal needs of our team, we create an environment that encourages innovation and performance. For our stakeholders, our focus on a strong corporate culture indicates long-term operational stability and ethical management.

### Our Approach

We manage our human capital through a structured framework that prioritizes transparency, responsiveness, and equity. In 2025, our strategy focused on modernization and regulatory alignment. We updated our Human Resources governance framework to comply with the new Labor Law of 2025 and to meet international best practices. We prioritize an “Employee-First” experience by utilizing digital tools to streamline access to rights and benefits, ensuring every employee can manage their professional life with ease. We have moved beyond traditional engagement methods to implement continuous listening strategies, such as our Pulse Surveys, which ensure we remain responsive to evolving employee needs. Additionally, we have embedded Gender Equity principles directly into our core HR policies to ensure inclusivity is a standard, codified part of our operations.

### Our Progress

- **Policy Updates:** We fully updated Leave and Absence policies in compliance with the new 2025 Labor Law.
- **Digital Recruitment:** We launched a dedicated Career Page on the bank’s website to improve talent sourcing and the candidate experience.
- **Engagement Growth:** Achieved an engagement score of 73% with a participation rate of 85%.
- **Wellbeing:** We introduced comprehensive Wellness Fairs and renewed medical insurance policies with higher benefit limits.
- **Onboarding:** We rolled out the “Your First Day at Emirates NBD” initiative to streamline the new hire journey.

”

At Emirates NBD Egypt, our people are central to delivering sustainable growth, supported by targeted development programs and a strong ESG-focused culture. With women representing 45% of our workforce, diversity and inclusion remain key drivers of our long-term sustainability impact.”



**Maha Tawfik**  
Human Resources Director

## Adapting to Regulatory Changes

In 2025, we conducted a comprehensive update of our Human Resources policies to align with the new Labor **Law No. 14 of 2025**. These amendments were designed not only to ensure compliance but to maximize employee rights and support a healthy work-life balance through tangible benefits. We significantly strengthened our support for working parents by formalizing a fully paid maternity leave of 120 working days, which eligible women employees may utilize up to three times during their service. To provide further flexibility for family care, we established a provision for unpaid childcare leave that allows mothers to take between three months and two years off to focus on their families.

Beyond parental support, we restructured our annual vacation entitlements to better reward loyalty and experience. Under the new policy, employees with over ten years of service or those exceeding 50 years of age are now entitled to 30 days of leave. Furthermore, demonstrating our commitment to accessibility and support, we allocated 45 days of annual leave specifically for employees with special needs. Finally, to address the unpredictability of daily life, we finalized a specific **Emergency Leave Allocation**, granting employees seven working days per year to handle unforeseen personal event.

### Key policy updates

- Maternity Support
- Childcare Options
- Annual Leave Restructure
- Emergency Leave Allocation

## Our Workforce in 2025

2,282

Total Employees

45%

Women Employees

40%

Under 30 Years Old

491

New Hires

80%

Of new hires are Under 30 Years Old

## Diversity and Inclusion

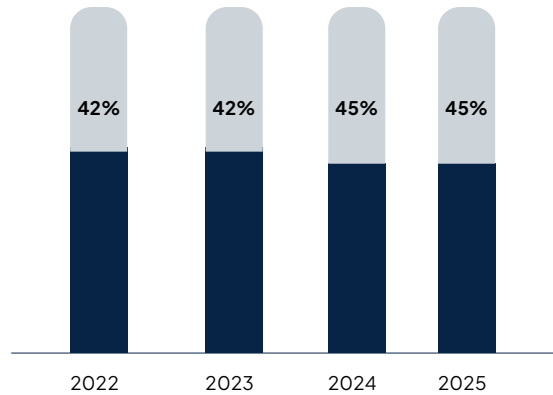
Following regulatory updates, Emirates NBD Egypt ensured that diversity and inclusion principles were embedded directly into its internal governance framework. In 2025, the Bank conducted a comprehensive review of its HR policies to explicitly articulate Gender Equity principles and ensure alignment with market best practices.

This commitment is reflected across the Bank's workforce composition. Of the total workforce of **2,282 employees**, **women represent 45%**, with representation across all organizational levels. In parallel, the Bank continues to strengthen inclusion in future-ready roles, with **women accounting for 26 % of STEM positions**, supporting innovation, digital capability, and long-term sustainability. Emirates NBD Egypt also remains committed to fostering an inclusive workplace for all. The Bank employs **90 people of determination**, representing **4% of the total workforce**, reinforcing its dedication to accessibility, equal opportunity, and a respectful, supportive work environment.



- 40% Under 30
- 56% 30-50
- 4% Above 50

### ENBD Workforce Diversity



- Male
- Female

To maintain an open and safe culture beyond the numbers, we continued our **“Speak Up”** sessions. These sessions encourage employees to voice concerns without fear and are now a standard part of the induction process for all new hires. To ensure every employee understands their rights under these new policies, we launched an HR Refresher Campaign and made all updated handbooks easily accessible via our internal digital platforms.



## Modernizing Talent Acquisition

Growth requires a steady intake of skilled professionals. As of December 31, 2025, 90% of Emirates NBD employees are holding permanent positions. To sustain this growth, we refined our approach to hiring by launching a new Career Page on the bank's website. This digital platform acts as a central hub for potential candidates, offering a seamless and transparent application process that enhances our employer brand.



50% Male

50% Female

In 2025, we successfully onboarded **491** new hires. Our recruitment strategy placed a strong emphasis on youth empowerment, with **80%** of new recruits being under the age of 30. We also maintained a balanced gender intake, with **50%** of new hires being women and **50%** men.

To ensure a smooth integration for new joiners, we rolled out the “**Your First Day at Emirates NBD**” initiative, a bi-weekly communication stream that equips new hires with essential information immediately upon arrival.

## Employee Engagement and Wellbeing

At Emirates NBD Egypt, we view the wellbeing of our employees as a fundamental component of our operational success and market competitiveness. Our strategy centers on cultivating a culture of open communication and continuous support, ensuring the physical, mental, and financial health of our team. By maintaining active dialogue and investing proactively in their satisfaction, we drive high levels of productivity, foster lasting loyalty, and ensure our staff remains empowered to deliver exceptional value to our customers.

### Voice of Our People

Our commitment to understanding and responding to employee needs delivered measurable results in 2025. The March Pulse Survey revealed strong organizational health, with 85% of our workforce participating in sharing their perspectives. This exceptional participation rate reflects the trust employees place in our feedback mechanisms and their belief that their voices matter.

The survey results painted an encouraging picture of workplace satisfaction, achieving a 73% engagement score that represents a notable upward trajectory from previous measurements. These insights go beyond numbers, providing a roadmap for continuous improvement. The feedback gathered shapes our strategic decisions, from benefit enhancements to workplace culture initiatives, ensuring our actions align with what matters most to our team. This data confirms that our investments in employee experience create meaningful impact, fostering an environment where professionals thrive and contribute their best work.

### Comprehensive Care: Health and Financial Wellbeing

Our holistic well-being strategy addresses every aspect of our employees' lives, recognizing that true job satisfaction extends far beyond the office walls. This year marked significant



enhancements to our Medical Insurance Policy, expanding network coverage and increasing benefit limits to ensure every team member enjoys robust health security. Beyond medical coverage, we actively promote preventive health and financial wellness through targeted initiatives.

Our annual Wellness Campaign included both specialized awareness sessions and the “Charge & Renew” Wellness Fair, which brought health resources and lifestyle guidance directly to our workforce. Recognizing the financial pressures facing families today, the Bank negotiated exclusive partnerships with nurseries, gyms, and automotive providers, delivering tangible savings that make a real difference in our employees' monthly budgets. These benefits reflect our commitment to supporting not just our employees, but their entire families, creating a foundation for long-term financial health and personal wellbeing.

## Cultural and Social Bonding Initiatives

Creating a vibrant workplace community where every employee feels valued and connected drives our cultural strategy. Through a carefully curated calendar of social, cultural, and sporting events, we transform colleagues into a close-knit professional family. These initiatives go beyond traditional team building, fostering genuine connections that enhance collaboration, spark innovation, and create an environment where diverse perspectives thrive. Our approach celebrates both individual contributions and collective achievements, weaving a rich tapestry of shared experiences that define our organizational culture.

### Celebrating Women in Ramadan

In honor of International Women's Day, we hosted a special "Ladies Sohour" during the holy month of Ramadan. This gathering provided a warm, inclusive atmosphere for our women colleagues to connect outside their daily roles, celebrating their diverse contributions to the bank while sharing in the unique cultural spirit of the season.

### Coffee Networking

We celebrated International Coffee Day by hosting a local Coffee House at the bank's Head Office, where employees enjoyed complimentary coffee and sandwiches. This delightful break served as an informal platform that encouraged cross-departmental networking and significantly boosted morale across teams.

## Exclusive Workplace Perk

We brought exclusive benefits directly to our staff by inviting stores to our Head Office for a dedicated event. This initiative provides employees with convenient access to premium products at special prices, adding tangible value to their workday experience and supporting personal needs.

## Supporting Local Artisans

Demonstrating our commitment to community engagement and economic inclusion, we hosted the Diarna Bazar on our premises in collaboration with the financial inclusion team. This event successfully brought the work of local artisans directly to our employees, fostering support for small businesses while offering a unique and convenient shopping experience.

## Team Spirit on the Field

Emirates NBD Egypt Payroll Banking team participated in the Ramadan Football Tournament alongside Geyushi Automotive Industry. This competitive event successfully promoted camaraderie, physical well-being, and a shared team spirit throughout the organization.

## Driving Performance, Safety, and Social Impact

Our dedication to performance excellence, internal safety, and external social responsibility continues through various employee initiatives that reinforce our values across the organization and into the wider community.

## Celebrating Our Stars: GEM Awards

In 2025, through the GEM Awards, Emirates NBD Egypt honored 50 employees for their excellence, promoting a diverse, inclusive, and high-performing workforce. The program reinforces core values, recognizes achievements across roles, and drives sustainable employee engagement and development.



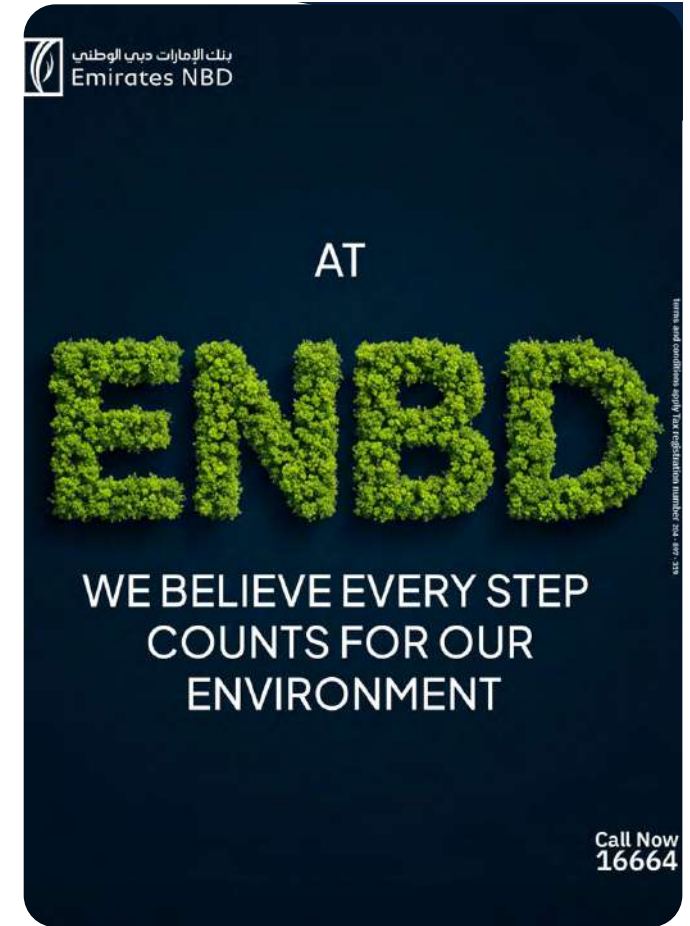
## Building Safe Spaces Together

Emirates NBD Egypt recently conducted **Safe Egypt workshops** as a key element of its comprehensive ESG commitment. These sessions facilitated transparent dialogue among employees concerning gender equality and sexual harassment awareness. By implementing this initiative, the bank actively reinforces its foundational dedication to maintaining a workplace defined by safety, inclusivity, and mutual respect for all members of the team.



## Promoting Sustainability Awareness: The ESG Newsletter

To further embed sustainability into our organizational DNA, we launched a comprehensive **ESG Newsletter**, a quarterly internal publication circulated to all employees. This initiative serves as a dynamic communication platform designed to heighten engagement and awareness regarding the bank's progress across Environmental, Social, and Governance (ESG) pillars. By showcasing the collective efforts of our Sustainability, Sustainable Finance, and CSR departments, the newsletter highlights key projects, international day activations, and valuable ESG investing insights. It also adopts an engaging approach to education by sharing practical tips for sustainable living. Furthermore, the newsletter acts as a catalyst for our Exchanger Volunteer Programme, spotlighting volunteering opportunities and celebrating our "Top Exchangers," thereby inspiring broader participation and deepening employees' connection to the bank's role in community development.



## A Safe and Healthy Workplace

At Emirates NBD Egypt, ensuring a safe and healthy workplace is integral to our organizational values and operational strategy. In 2025, we continued to focus on creating an environment that safeguards employees, customers, and assets, while embedding proactive health and safety practices throughout our operations.

37

Total H&S training sessions

2,660

Total H&S Trained Employees

Zero

Work-Related Incidents

### Enhancing Safety Operations

During 2025, we strengthened our safety framework by refining governance structures and aligning our policies with the latest industry and regulatory requirements. Key updates included compliance with the CBE's Security Policies and Procedures, ensuring protective measures across branches meet national standards for securing the banking sector by establishing comprehensive controls to protect staff, assets, information, and facilities from unauthorized access, damage, and security threats.

Additionally, we initiated the creation of a dedicated Health and Safety Policy designed to set out mandatory requirements protecting employees, customers, contractors, and visitors from occupational risks and workplace hazards. This policy aims to create a proactive safety culture while meeting legal requirements. We anticipate its full implementation and publication in the

next reporting cycle, reflecting our proactive enhancement of corporate governance and risk management.

### Digital Transformation in Safety Management

Recognizing that technology plays a pivotal role in modern safety management, we leveraged digital innovation to revolutionize how we communicate and respond to safety concerns across our network. Our strategic investments in digital platforms have fundamentally transformed safety operations, making them more accessible, responsive, and effective for our entire workforce.

The creation of our Communication Channel HSE Alert and WhatsApp Group in 2025 transformed incident reporting, reducing delays from hours to real-time notification and improving emergency response time by 30-50%. This system achieved 70% faster overall reporting with 100% branch coverage, ensuring no safety concern goes unnoticed regardless of location. This connected safety ecosystem enables information to flow instantly, allowing us to address potential hazards before they become incidents.

### Hazard Management and Worker Participation

We maintain robust procedures for identifying, assessing, and mitigating risks through both routine and non-routine processes. Routine processes include scheduled equipment inspections, housekeeping checks for slips and trips, visual checks for damaged cables, warehouse stacking audits, and workstation reviews. Non-routine processes encompass fire risk assessments, task observations for manual handling, HVAC monitoring, and specialized reviews following incident reports.

Hazards are systematically eliminated through targeted measures: anti-slip flooring, cable trays, lockout/tagout procedures, obstacle removal, proper storage of flammables, suppression systems, improved ventilation, isolated generators, lifting aids, and workflow redesign.

Emirates NBD Egypt ensures active worker participation in all occupational health and safety (HSE) matters through a structured and transparent communication and consultation process. Employees are encouraged and empowered to report hazards, participate in safety evaluations, and contribute to the development of HSE programs. This participation occurs through HSE Committees with nominated safety representatives in each branch and direct consultation during Hazard Identification and Risk Assessment (HIRA) activities. Employees contribute to root cause analysis during incident investigations and provide feedback through fire drills, first aid training, and toolbox talks.

### Wellbeing and Health Promotion

Emirates NBD Egypt is committed to enhancing employee wellbeing by ensuring access to essential medical services and promoting healthy lifestyles. We facilitate comprehensive medical access through sponsored insurance covering hospitals, specialists, and diagnostics, with emergency assistance available at all premises. Voluntary health promotion includes awareness campaigns on nutrition, ergonomics, heart health, and stress, vaccination campaigns, stress management workshops, and policies limiting excessive working hours.

### Safety Training Excellence

In 2025, we delivered 37 training sessions (mostly online), 20 evacuation plan sessions, 16 usage of fire extinguisher sessions and 1 Basic Life Support & First Aid session, reaching 2,660 employees. Our Online HSE Training platform, implemented in 2024 and expanded throughout 2025, revolutionized safety education delivery by providing mandatory digital training to all staff. This platform achieved 100% completion rates while reducing costs and scheduling complexities, enabling employees to access critical safety education at their convenience and ensuring consistent knowledge delivery across all branches. The Emergency Response and Evacuation Training initiative achieved 100% trained security staff with faster evacuation times. These comprehensive training efforts demonstrate our commitment to building a workforce that is not only aware of safety protocols but actively prepared to respond to any situation.

# Nurturing Future Talent

## Why It Matters

Investing in employee capabilities is a strategic priority that strengthens our competitiveness, supports our long-term growth, and ensures organizational agility in a dynamic economic landscape. By providing continuous learning and professional development opportunities, we cultivate a workforce equipped to drive innovation, elevate customer experiences, and uphold operational excellence. This investment also supports our stakeholders by ensuring employees possess the expertise required in emerging fields such as sustainability, climate risk, digital transformation, and regulatory compliance, ultimately reinforcing the Bank's resilience and capacity to deliver market prominence.

## Our Approach

At Emirates NBD Egypt, we are committed to fostering a culture of continuous learning where employees are empowered to expand their expertise and achieve their career potential. Our learning and organizational development strategy is designed to proactively prepare the Bank for future economic and regulatory shifts by strengthening technical, leadership, and behavioral capabilities across the institution. We emphasize structured career progression, targeted upskilling in emerging domains, and comprehensive talent mobility programs that support individual growth while strengthening our organizational capacity. Through this holistic approach, we aim to enhance employee engagement and retention, deepen institutional knowledge, and build a resilient, future-ready workforce.

## Our Progress

In 2025, we advanced our Learning and Development agenda through significant training investments, capability-building programs, and organizational development initiatives.

### Key Highlights

- **Training Volume and Investment:** Delivered 81 thousand total training hours, averaging 31.5 hours per employee, with a strong focus on technical mastery, leadership development, and sustainability capabilities.
- **Climate and ESG Expertise:** Strengthened institutional knowledge through pioneering CBAM training with Ecosolis, IFRS Sustainability Disclosure Standards sessions, sustainability reporting workshops, and GHG Accounting programs.
- **Women's Leadership Development:** Celebrated the third edition of "She Leads Her Future" in partnership with Leadership Coaching Excellence, empowering women leaders.
- **Regulatory Compliance:** Enhanced system-wide proficiency through mandatory AML, CFT, Fraud Awareness, and sessions on CBE Law No. 194 of 2020, KYC & CDD, and operational risk.
- **Talent Pipeline Development:** Expanded access to early-career development programs including the Future Ready Job Shadowing initiative and internal Pathway to Success Academies.
- **Organizational Development:** Implemented formalized Internal Mobility and Transfer policies to facilitate structured career movement and enhance cross-functional collaboration.

81 thousand

Total Training Hours Delivered

31.5

Average Training Hours per Employee

+116%

Growth in Training Budget Over the Past 3 Years

29.61

Average Training Hours per Women Employee

29.8

Average Training Hours per Entry Level Employee

2,302

Total Sustainability Training Hours Delivered

## Training and Development

During 2025, our training efforts were both extensive and transformative, reflecting a strategic commitment to empowering employees with the skills required for a rapidly evolving financial landscape. The 81 thousand training hours delivered represent not only a quantitative milestone but also the depth and diversity of capability-building initiatives introduced throughout the year.

### Our training portfolio spanned highly specialized programs:

ESG Reporting & Climate Risk

Leadership Development

Regulatory Compliance

Customer Experience

Digital Transformation

Behavioral Skills

Data-Driven Decision-Making

Multidisciplinary Approach



This multidisciplinary approach ensures that employees at all levels are equipped with a balanced mix of technical expertise and interpersonal competencies.

In particular, we placed emphasis on development programs tailored for strategic and experienced cohorts, ensuring that senior staff members are equipped with advanced knowledge to drive organizational priorities. This includes leadership capability development, strategic decision-making frameworks, and specialized sustainability and climate-related regulatory modules that prepare our leaders to navigate complex financial and operational challenges.

### Future Readiness and ESG Expertise

The year 2025 marked a pivotal expansion of our learning strategy, with a strong focus on sustainability, ESG reporting, and international disclosure standards. Recognizing that maintaining market leadership requires proactive upskilling in emerging banking domains, we implemented comprehensive

programs to deepen employees' technical expertise and strategic understanding in climate risk, ESG reporting, and regulatory frameworks.

These initiatives were designed not only to enhance individual competency but also to embed a culture of sustainability and compliance across the bank, ensuring that employees at all levels can translate regulatory requirements into actionable business decisions. Employees who participated in these specialized programs have gained exposure to emerging trends, regulatory updates, and best practices that are directly applicable to the bank's operations. The outcomes have already begun to strengthen operational resilience, improve strategic decision-making, and elevate Emirates NBD Egypt's position as a trusted leader in sustainable finance.

## CBAM Readiness Training for Employees

Emirates NBD proudly took the lead in driving sustainable finance by partnering with Ecosolis to conduct pioneering Carbon Border Adjustment Mechanism (CBAM) training for our teams. This initiative positioned us as the first bank in Egypt to proactively prepare for CBAM regulations, demonstrating our commitment to climate-conscious banking and a greener future. The comprehensive program provided insights into regulatory requirements, financial impact assessments, and strategic preparedness. Through scenario-based exercises, participants enhanced their ability to evaluate exposures, integrate climate considerations into decision-making, and ensure compliance with evolving environmental regulations. This groundbreaking step strengthened our operational readiness and established Emirates NBD Egypt as a forward-looking institution that anticipates regulatory developments.



## ESG Ambassador Event

In 2025, Emirates NBD Egypt held a dedicated recognition ceremony to honour the contributions of its ESG Ambassadors as part of the Bank's ongoing efforts to strengthen future readiness and internal ESG expertise. The Ambassadors played an essential role in advancing the Bank's sustainability agenda, actively supporting the successful delivery of key ESG milestones, including the Sustainability Reports, the Carbon Footprint, and the Financed Emissions Reports. This event reflects the Bank's commitment to building internal capabilities, embedding sustainability knowledge across teams, and fostering shared accountability for long-term environmental and social performance.

## IFRS Disclosure Standards

To meet the highest global standards of transparency and reporting, we delivered a series of focused sessions on IFRS Sustainability Disclosure Standards and Reporting. These programs equipped key personnel with advanced knowledge to integrate non-financial sustainability metrics into core financial reporting processes, and enhanced their ability to contribute to accurate, timely, and transparent reporting across the bank. Participants developed practical expertise in identifying material ESG factors, structuring disclosures according to international guidelines, and ensuring data reliability for internal and external stakeholders. The training also emphasized the strategic value of sustainability metrics, showing how ESG integration can drive both risk mitigation and competitive advantage for the bank.

## Sustainability Reporting Expertise

To further strengthen the Bank's internal reporting capabilities, specialized training was delivered to Sustainability Report Single Points of Contact (SPOCs) and related teams. The program guided participants through end-to-end processes for sustainability reporting, including data collection, validation, integration with financial metrics, and alignment with international frameworks. This initiative ensured employees are fully capable of producing accurate and actionable ESG data, enhancing decision-making and enabling transparent communication with regulators, investors, and other stakeholders.

## FRA Strategic Alignment

To maintain alignment with national regulatory priorities, the bank hosted a dedicated session with officials from the Financial Regulatory Authority (FRA). Participants engaged with regulators to understand strategic expectations, explore practical applications of policy frameworks, and develop actionable insights for implementation in banking operations. The session reinforced regulatory preparedness, enhanced the strategic alignment of internal teams with oversight bodies, and strengthened employees' ability to anticipate and respond to policy developments.



## Inclusion, Safety, and Compliance

Our commitment to fostering a safe, inclusive, and compliant workplace was reinforced through a comprehensive suite of development programs. Participants were provided with practical guidance to integrate ethical governance, psychological safety, and compliance principles into their daily work practices. These initiatives have strengthened the bank's culture, mitigated operational risk, and ensured that employees uphold the institution's high standards of integrity and workplace.

### Women's Leadership Development: She Leads Her Future

In 2025, Emirates NBD Egypt proudly celebrated the third edition of "She Leads Her Future" in collaboration with Leadership Coaching Excellence (LCE). This transformative program, now in its third year, represents our sustained commitment to women's leadership development. The training empowers women to own their story, build confidence, embrace a growth mindset, and lead with vision and purpose. Through interactive workshops, mentoring sessions, and peer learning, participants develop critical leadership skills, strategic thinking capabilities, and the confidence to navigate complex professional challenges. This initiative is shaping confident, purpose-driven women ready to lead the future, creating a robust pipeline of women leaders who will drive innovation and inclusive growth across the banking sector.

### Celebrating World Youth Skills Day

In alignment with the global focus on equipping young people with essential technical and vocational skills, we marked World Youth Skills Day with a dedicated internal initiative. Our Learning and Development team conducted an interactive webinar designed to guide employees through the bank's extensive digital learning platforms. This session showcased success stories from

colleagues who have leveraged these tools for career growth and provided practical guidance on maximizing the available development resources. This initiative reinforces our commitment to helping our workforce navigate a rapidly changing economy by fostering a culture of continuous, self-driven learning.

### Gender Equality & Harassment

Reinforcing our commitment to equity and workplace safety, we conducted mandated training on Gender equality and sexual harassment. This included in-person workshops for middle management, emphasizing practical strategies to recognize and address bias, prevent harassment, and foster an inclusive workplace culture. Participants developed skills to proactively promote respectful behavior, support colleagues in challenging situations, and apply the bank's policies consistently. The program has contributed to a safer, more equitable work environment and strengthened the bank's commitment to inclusion.

### Regulatory and Financial Crime

Systemic compliance was strengthened through mandatory programs covering AML, CFT, Fraud Awareness, KYC & CDD Best Practices, Operational Risk, and the Central Bank Law No. 194 of 2020. Through these programs, participants gained knowledge and practical skills to detect and mitigate financial crime, ensure regulatory compliance, and uphold operational integrity. Scenario-based exercises and role-specific applications reinforced the direct relevance of learning to day-to-day banking operations, safeguarding the bank's reputation and maintaining the trust of customers and regulators.

## Workplace Integrity and Soft Skills

Investing in leadership communication and core soft skills remained a strategic priority for Emirates NBD Egypt. Employees participated in targeted programs such as Executive Speaking & Presence, Leading with Executive Influence, and How to Handle Difficult Conversations. These initiatives strengthened participants' ability to communicate effectively, navigate complex interpersonal interactions, and foster a collaborative and inclusive culture across the bank. Mentorship, practical exercises, and peer feedback enhanced professional presence, conflict resolution skills, and leadership effectiveness, contributing to a more resilient, high-performing workforce.



## Organizational Development (OD)

Emirates NBD Egypt's comprehensive OD strategy in 2025 ensured that workforce structure, talent pipelines, and career development initiatives aligned with the bank's long-term strategic objectives. Systematic talent mobility, succession planning, and upskilling in emerging banking domains such as sustainability, digital finance, and data-driven decision-making were key components of this approach. These OD initiatives strengthened organizational capability, prepared employees to take on expanded responsibilities, and ensured the bank remained agile in responding to technological and market changes.

### Stories of Career Success and Transformation

The Bank's strategic commitment to internal talent acceleration remains evident, focusing on transforming capabilities to meet the evolving requirements of modern finance. We actively promote career growth fueled by both diverse internal experiences and a dedication to continuous skill enhancement. Success across

#### Grow Program – Nurturing Talent for Sustainable Growth

At Emirates NBD Egypt, the Learning and Development Team views growth as more than career advancement, it is about unlocking potential, embracing challenges, and creating meaningful opportunities. The Grow Program supports high-potential employees through tailored development plans that include mentoring, leadership training, and skill-building activities. The first cohort of participants was carefully selected through assessment phases, and each received personalized guidance to strengthen their leadership capabilities, culminating in the Emerging Leaders Certificate. By fostering talent in this way, the program contributes to long-term employee development, responsible leadership, and a culture of continuous learning. The Grow Program will continue annually to support sustainable growth and organizational resilience.

the organization is driven by cultivating adaptive leadership and perpetual learning. These career paths reflect the Bank's philosophy that embracing technological innovation, combined with rigorous skill enhancement (such as the specialized CBAM and IFRS training provided this year), are the crucial elements for accelerated professional advancement.

### Talent Mobility and Workforce Planning Initiatives

Workforce planning in 2025 focused on streamlining internal career paths and strengthening our talent acquisition interfaces. Our strategy ensures employees have clear avenues to explore new professional growth opportunities, reinforcing our position as an employer of choice.

We operate under robust Internal Mobility and Transfer policies, facilitating structured movement across departments to enrich individual expertise and bolster organizational collaboration. The successful launch of the new Career Page significantly enhanced our digital recruiting interface, while the "Your First Day at Emirates NBD" initiative ensured new hires are immediately welcomed and aligned with organizational objectives. Our internal policies were updated in 2025 to comply with the new Labor Law, ensuring that foundations governing employment and mobility remain current and compliant with international best practices.

### Strategic Partnerships and Employee Empowerment

Emirates NBD Egypt continues to build strong external alliances that actively contribute to our talent pipeline and empower youth, ensuring our candidates possess the specialized skills demanded by technological advancements.

## Future Ready Job Shadowing Program

We partnered with universities to implement this comprehensive program that provides university students with firsthand banking knowledge through department shadowing. Students gain practical exposure to banking fundamentals while our teams mentor the next generation of banking professionals. This initiative strengthens our ties with academic institutions, identifies high-potential candidates early, and demonstrates our commitment to investing in future generations.

Our continued engagement with leading technology and academic partners ensures that internal training curricula align directly with real-world technical and regulatory demands. These partnerships create a continuous feedback loop between industry needs and our capability development programs, ensuring our workforce remains not only skilled but also future-ready and aligned with market evolution. Through this comprehensive approach to learning and development, Emirates NBD Egypt continues to build a workforce capable of driving innovation, delivering excellence, and maintaining our position as a leader in the Egyptian banking sector.



# Finance for All

## Why It Matters

Financial inclusion is a cornerstone of sustainable economic growth and social stability. At Emirates NBD Egypt, we recognize that bringing individuals and micro-enterprises into the formal financial system is essential for reducing poverty, narrowing inequality, and fostering economic resilience. For our stakeholders, expanding financial access unlocks new market segments and drives long-term value. By empowering underbanked groups, including youth, women, and People of Determination, we not only fulfill national regulatory mandates but also contribute actively to the prosperity of the communities we serve.

## Our Approach

We approach financial inclusion as a strategic imperative aligned strictly with the vision of the CBE. Our strategy focuses on removing barriers to entry through product innovation, digital accessibility, and extensive on-ground engagement. We utilize a segment-specific methodology, designing tailored solutions that address the unique needs of women, youth, and entrepreneurs. By combining physical outreach in clubs and universities with digital onboarding channels, we ensure that banking services are accessible, affordable, and relevant to all segments of society. To further strengthen accountability and transparency, we prepare periodic reports for the CBE, tracking the progress of targeted segments including women, youth, and People of Determination and monitoring the performance and behavior of financial inclusion accounts on a monthly and quarterly basis.

## Our Progress

In 2025, we significantly expanded our financial inclusion footprint through literacy campaigns and product accessibility initiatives.

### Key Highlights

- **Widespread Financial Literacy:** We engaged 39 thousand participants through our CBE-mandated financial literacy campaigns during a period of 12 months for financial literacy with average 3000 per month across Cairo, the Delta, and Upper Egypt
- **Customer Acquisition:** Our targeted campaigns demonstrated high efficacy, generating an average of 22,548 new-to-bank (NTB) customers during a period of 12 month with average of 1800 per month
- **Portfolio Growth:** We expanded our reach with a financial inclusion portfolio of 6,708 clients and services designed specifically to facilitate access for prioritized customers focus on Financial inclusion accounts, youth and People of determination this figure represents 12 month production with average 559 per month.
- **Youth & Women Focus:** We achieved strong demographic engagement, with 37% women and 69% youth constituting a significant percentage of attendees across CBE financial inclusion initiatives.

45

Financial Literacy Sessions

**Youth & Women**  
Participation in CBE's Financial Inclusion Events

**39 thousand**

Total Participants in Financial Literacy Initiatives

**37%**

Women Participants

**69%**

Youth Participants

## Financial Inclusion Strategic Alignment

Our financial inclusion agenda is governed by a rigorous framework that ensures full compliance with national objectives and regulatory standards.

### CBE Coordination and Reporting

We maintain a centralized structure for handling CBE projects across the entire bank. This involves coordinating with all internal departments to implement new instructions regarding financial inclusion products and sustainability projects, ensuring consistent execution, effective governance, and alignment with regulatory requirements across all functions.

### Financial Inclusion Leadership

Emirates NBD Egypt actively contributes to the national financial agenda through its institutional representation in the **Financial Inclusion Committee** and the **Financial Literacy Committee** at the Federation of Egyptian Banks (FEB). This engagement ensures the Bank remains at the forefront of policy development and implementation, effectively driving the creation of a more inclusive financial ecosystem.

## Empowering Youth through Financial Inclusion

Recognizing youth as a key driver of economic growth, Emirates NBD Egypt launched a targeted initiative to support university students by facilitating access to banking services at an early stage. The Bank introduced tailored offerings that remove traditional barriers, allowing individuals aged 15 to 26 to open savings accounts without requiring guardian approval.

These accounts include debit card issuance in the customer's name and are supported by onboarding incentives, including bonus offers for early adopters. The initiative is available across all customer segments, including Mass, Personal, Priority, and Priority Plus, ensuring broad accessibility and inclusion.

Through this initiative, Emirates NBD Egypt continues to promote early financial engagement, support youth empowerment, and contribute to building a more inclusive financial ecosystem.



## Nationwide Awareness Campaigns

We believe that access to finance must be paired with the knowledge to use it effectively. In 2025, we actively participated in key national initiatives to spread financial culture, ensuring substantial outreach to our priority segments. Beyond the primary CBE mandates, Emirates NBE Egypt tailored specific events to engage distinct demographic groups.

### Arab Financial Inclusion Day

Emirates NBD Egypt hosted the Arab Financial Inclusion Day in the Delta and industrial zones, engaging 8,361 individuals across Mansoura, Damietta, and El Obour. The event successfully engaged 32% women participants and placed a significant focus on the next generation, with 72% of all attendees being youth. This strong engagement with the younger demographic underscores our commitment to instilling financial capability in the next generation of economic drivers.

### Farmer's Day

As part of the Farmer's Day celebrations, Emirates NBD Egypt collaborated with the Ministry of Social Solidarity to support the agricultural community, reaching 8,848 attendees in Cairo, Port Said and Alexandria. These events were particularly effective in fostering inclusivity, engaging 44% women and 72% youth. By targeting this vital sector, we aim to integrate rural populations and young agricultural entrepreneurs into the formal financial economy, enhancing their ability to grow and sustain their livelihoods.

### International Savings Day

To promote a culture of long-term financial security and saving, Emirates NBD Egypt celebrated the International Saving Say by focusing on educating families about the importance of planning for the future. We connected with 8,232 participants in three events at community venues like El Rehab and Madinaty Clubs and Open Air Mall, achieving 30% women participation and 64% youth engagement. These interactions provided families with practical tools to manage their savings, reinforcing the role of the banking sector in supporting household stability.



### International Youth Day

Emirates NBD Egypt organized two Youth Celebrations to enhance financial literacy among young audiences. These events reached 4,103 participants to reinforce educational empowerment. This event engaged 34% women attendees, with youth comprising 75% of the total audience. This focused engagement is designed to equip young Egyptians with the knowledge they need to navigate the modern financial landscape confidently.

### International Women's Day

On International Women Day, Emirates NBD Egypt engaged 4,737 participants across its branch network. The sessions supported 37% women attendees and reached a 67% youth participants. These sessions served as a platform to discuss financial autonomy, ensuring both women and young professionals have equal access to economic resources.



### International Day of People of Determination

In recognition of the International Day of People of Determination, Emirates NBD Egypt organized an initiative on financial inclusion. This aimed to highlight the importance of accessible financial services for all individuals, especially People of Determination.

The focus remained on the Bank's efforts to break down barriers, including ongoing initiatives in Egypt to promote inclusive banking. Through this initiative, which reached 3,392 participants, with females representing 42% of attendees and youth accounting for 69%, participants were made aware of the Bank's commitment to empower communities through financial tools and the shared vision of fostering a future where everyone, regardless of ability, has access to opportunities that enable them to thrive.

## Diarna 2025 – Supporting Local Artisans

In cooperation with the Ministry of Social Solidarity, Emirates NBD Egypt utilized its corporate space to bridge the gap between small business owners and the banking sector by hosting two events for the Diarna Bazar at our Head Office Garden. These events were particularly effective in empowering women entrepreneurs, who made up 80% of the participants while also engaging 40% youth. By providing these entrepreneurs with direct access to financial literacy and banking products, we actively support the growth of the local craft economy.

## Internal Culture and Capacity Building

To ensure our staff acts as effective ambassadors for financial inclusion, we implemented a comprehensive internal awareness program. We conducted in-house Financial Inclusion awareness training courses aligned with HR for 2025, ensuring all relevant departments are up to date with important financial inclusion mandates. Furthermore, we integrated financial inclusion modules into the induction courses for newly hired staff and maintained constant internal communication through awareness emails and distributed educational flyers.

## Product Innovation and Accessibility

To truly achieve inclusion, we focused on fundamentally improving our product design and physical reach, ensuring services facilitate easy usage for diverse customer groups. We actively refined our product suite to include 6,708 financial inclusion clients and services, such as specialized financial inclusion accounts, youth and People of determination, designed specifically for ease of access. Our product design philosophy ensures that features remove traditional barriers through no-fee savings options and simplified KYC procedures. Complementing this digital and product focus, Emirates NBD Egypt handled a major project to expand our physical reach through mobile branches and pop-ups. By deploying these units in sporting clubs, universities, and outdoor events, we effectively bridged the gap between the bank and potential customers, allowing for immediate account opening and service provision in non-traditional locations.



# Customer Excellence

## Why It Matters

In an increasingly competitive financial landscape, customer centricity is the cornerstone of our operational success and market differentiation. We understand that sustainable growth is built on a foundation of trust, transparency, and superior service standards. By prioritizing the protection of our customers and ensuring their voices are heard, we not only solidify loyalty but also drive the continuous improvement of our services. For our stakeholders, this commitment to operational excellence and rapid issue resolution translates into a robust, resilient brand that delivers consistent value across all segments.

## Our Approach

At Emirates NBD Egypt, customer satisfaction is the core driver of our business strategy. We are committed to treating every customer fairly, ensuring that our products and services are tailored to meet diverse financial needs with complete transparency. Our governance framework is grounded in local regulatory requirements, specifically designed to provide a rigorous control environment for protecting customer rights.

Our commitment is to support and guide bank staff in handling various customer situations, legitimize the relationship between the bank and customers, and enhance customer experience across different business lines and operational departments without breaching any applicable regulatory or compliance requirements. We actively oversee our Complaints Unit to ensure equity in every interaction and guide our staff to handle various customer situations with empathy and professionalism.

## Our Progress

In 2025, we strengthened our commitment to operational excellence and customer protection, yielding positive outcomes across all dimensions of customer experience.

In line with this, the Bank undertook a comprehensive review of internal processes and product journeys to enhance end-to-end customer experiences, streamline operations, and elevate satisfaction.

- Successfully handled and resolved **9,391 customer complaints**, achieving a 100% resolution rate.
- Strengthened service quality through targeted **employee capability-building initiatives**, including **55 specialized training sessions on Customer Rights Principles** delivered across the organization.
- Reinforced customer-centric practices, contributing to **priority customer satisfaction levels consistently exceeding 100%** throughout the year.

These comprehensive training initiatives were complemented by our Internal Customer Rights Campaign, which announced the main Customer Rights Protection pillars to all staff across the branch network, reinforcing the importance of customer service at every level of the organization.



100%

Complaints Resolution Rate

## Customer Protection and Complaint Resolution

Ensuring fair and equitable treatment is the primary commitment of our Customer Rights protection strategy. In 2025, we focused on maintaining robust processes that guarantee transparency, accessibility, and the timely resolution of all issues.

### Handling and Resolution Excellence

We maintain a rigorous oversight mechanism for complaint management, ensuring every issue is addressed with due diligence. We conduct regular validation of submitted complaints to ensure all complaints are handled in a timely manner with fair and equitable treatment of customers, disclosure, and transparency. As of the end of 2025, we successfully handled and resolved a total of **9,391** complaints, achieving a 100% resolution rate. This represents a slight increase by **9%** complaints compared to the previous year, as mainly was due to fundamental failure by one of the service providers along we still demonstrating the effectiveness of our proactive service improvements to avoid almost **24 thousand** complaints during 2025.

Our analysis identified key areas requiring attention. The main complaint categories relate to the delivery of cards, branches providing improper services or wrong information, transaction disputes, delays in processing updated data, and call center teams providing wrong information or improper services. By logging every complaint into our centralized Customer Relationship Management system, we ensure immediate investigation, resolution, and root cause analysis. This enables us to implement corrective measures that prevent recurrence.

### Omnichannel Accessibility

To ensure we are always accessible to our clients, we accept complaints and feedback through a comprehensive range of channels designed to meet customers wherever they are most

comfortable engaging with us. Customers can reach us through our Call Center, the bank's website, social media platforms, our Head Office, or any branch within our network. We welcome customers at all locations, and we actively solicit feedback through client surveys to capture insights that might not emerge through traditional complaint channels.

For matters requiring escalation, customers can contact our dedicated Customer Rights Unit, or utilize the CBE portal. Our sales teams are empowered to log complaints on behalf of customers, and all complaints are logged in the Customer Rights Management (CRM) tool for investigation. This enables to register customer concerns through email or direct CRM entry. This approach ensures that customers can reach us through their preferred channel, with all complaints tracked and managed through our unified CRM system for investigation, resolution, and root cause analysis.

Customers seeking information about their rights and the bank's customer protection policies can access comprehensive resources through our website, visit any branch within our network, or engage with us through our social media channels. This ensures transparency and accessibility of information at all times.

### Customer Feedback and Vendor Oversight

We drive service improvement through rigorous feedback loops that place customer voices at the center of our evolution. We involve customers in improving our complaint handling mechanisms through regular surveys designed to obtain their feedback and evaluation of their complaint processing experience. This direct engagement ensures our processes remain responsive to evolving needs, allowing us to refine our approach based on real experiences.



In 2025, we extended our governance framework beyond our internal operations by reviewing all contracts with service providers and outsource companies to ensure full alignment with our Customer Rights Protection regulations. All vendors acknowledge their commitment to adhere to the bank's Customer Rights Protection decisions and timelines. This ensures that our standards of customer care extend seamlessly through our entire service ecosystem.

## Fostering a Culture of Awareness and Integrity

A truly customer-centric organization relies on an informed workforce and an educated client base. In 2025, we invested significantly in education and awareness initiatives to protect both our staff and our customers, recognizing that knowledge is the foundation of trust.

### Internal Capacity Building

We elevated internal awareness of client protection mandates by conducting 55 specialized training sessions for bank staff throughout the year. These sessions focused on embedding the principles of Customer Rights Protection into daily operations, ensuring that every employee understands the technical requirements and the ethical imperative of safeguarding customer interests. To reinforce this training, we launched a comprehensive Internal Customer Rights Campaign that announced the main Customer Rights Protection pillars to all staff across the branch network. This internal communication initiative ensured that customer rights principles became part of the organizational culture, influencing decisions and interactions at every level.

### Customer Education and Fraud Prevention

An informed customer is a protected customer. In an era of increasing digital fraud, customer education has become a critical protective measure. In 2025, we conducted a full Fraud Awareness Campaign across all available channels, designed to raise customer awareness regarding potential fraud attempts and emphasize the importance of protecting sensitive information. This campaign utilized multiple touchpoints to reach customers in their preferred communication channels.

We also initiated a customer rights awareness campaign through our social media channels and website to educate clients about their banking rights and the available channels for submitting complaints. By making this information readily accessible and easy to understand, we ensured that customers feel empowered and secure in their banking relationship. Customers know their rights and understand how to exercise them should the need arise.

## Operational Excellence and Strategic Engagement

Our focus on improving the client journey is supported by strategic investments in process optimization that address systemic friction points and enhance the overall customer experience.

### Process Optimization and Digital Transformation

In 2025, Emirates NBD Egypt conducted a comprehensive review of all internal bank processes and product documentation. This strategic initiative aims to enhance the entire customer journey by facilitating operational steps and removing friction points. The initiative focuses on improving processes and procedures to facilitate operations and enhance the customer experience at every touchpoint, ensuring that interactions with the bank are as smooth and efficient as possible.

This process optimization effort reflects our commitment to continuous improvement. We recognize that even established procedures benefit from periodic review and refinement. By examining our operations through the lens of customer experience, we identify opportunities to streamline interactions, reduce unnecessary complexity, and ensure that every process serves the goal of customer satisfaction.

Emirates NBD Egypt's customer protection efforts in 2025 demonstrate our unwavering commitment to fair treatment, transparency, and responsive service delivery. Through rigorous complaint management, comprehensive staff training, proactive customer education campaigns, and continuous process optimization, we have built a robust framework that places customer rights and satisfaction at the heart of our operations. We remain focused on enhancing our processes to deliver excellence in customer service across all touchpoints.



# Community Investment

## Why It Matters

Community investment serves as a primary expression of our corporate citizenship and builds lasting trust with our stakeholders. At Emirates NBD Egypt, we understand that our long-term success depends on the prosperity of the society we serve. Directing resources toward sustainable development allows us to address critical social challenges such as unemployment and inequality while fostering a thriving economic environment. For our stakeholders, these initiatives deliver real value by empowering marginalized groups to become economically active, improving the quality of life for underserved communities, and creating a purpose-driven culture that engages our employees.

## Our Approach

Emirates NBD Egypt's community investment strategy is built on four strategic pillars that address critical social needs across Egypt. These pillars guide our efforts to create meaningful impact: Women Empowerment, Supporting People of Determination, Youth Employment, and Community Development. Through partnerships with local organizations and active employee engagement, we implement programs that deliver sustainable social value while fostering a culture of volunteerism among our workforce.

We operate through an annual community investment plan that encompasses both ongoing partnerships with trusted organizations and new initiatives designed to address emerging community needs. Our approach emphasizes hands-on involvement through our Exchanger Volunteer Programme, which mobilizes employees to contribute their time, skills, and expertise toward social causes. This dual focus on financial support and human capital investment ensures that our contributions create lasting change in the communities we serve.

## Our Progress

During 2025, Emirates NBD Egypt demonstrated its dedication to uplifting communities through strategic investments across our four pillars. We executed 26 volunteering events, directly benefiting 23,584 individuals across Egypt. Our comprehensive approach combined financial resources with active employee engagement, creating multiplier effects that extended the reach and impact of our investments.

## Community Investment Highlights

23,584

Total Beneficiaries

26

Volunteering Events

330

Women Empowerment Beneficiaries

600

Supporting People of Determination Beneficiaries

14

Youth Employment Beneficiaries

## Empowering Women: Building Economic Independence

We view women's economic empowerment as a catalyst for broader community development. We directed resources to women's programs during the reporting period, supporting 270 women and young women in acquiring marketable skills and accessing healthcare services.

### Vocational Training and Livelihoods

The third phase of our Taproot Project began in October 2025 through our partnership with Sonaa El Kheir and ButtonUp. This program delivers vocational training in handmade crafts—including Macrame and Khayameya techniques—to 120 women and youth from Izzbet Khairallah and Old Cairo neighborhoods. Uniquely, this phase includes an impact assessment examining the progress of women who completed the two previous training phases, ensuring our support leads to sustainable income generation.

## Youth Employment: Creating Career Pathways

We are committed to bridging the gap between education and the labor market for young Egyptians. We directed resources to youth employment programs, directly supporting young people through innovation challenges and vocational scholarships.

### Sustain the Future” Innovation and Entrepreneurship Competition

Following its successful launch in 2024, Emirates NBD Egypt continued to advance youth innovation and entrepreneurship through the “Sustain the Future” competition, delivered in partnership with Eyouth and Creativa Innovation Hub. Public university students joined multidisciplinary teams and progressed

through a full journey from idea generation to an intensive bootcamp covering design thinking, sustainability, and business model development.

In 2025, the competition concluded with 10 finalist teams pitching their ideas to a panel of experts. PACKIT secured first place with its sustainable and recyclable packaging solution, receiving a financial grant and a summer training opportunity at Emirates NBD Egypt to support the development of their business. Green Bites ranked second with an innovative concept for edible alternatives to plastic cutlery, reinforcing the program's focus on practical and scalable sustainability solutions.

### Training for Employability (T4E) with El-Sewedy Technical Academy and Suez Steel

Building on its launch in 2024, Emirates NBD Egypt continued to support disadvantaged youth through the Training for Employability (T4E) program, implemented in collaboration with El-Sewedy Technical Academy and Suez Steel Company. The program provides an integrated pathway combining technical training, soft skills, IT, language, and HSE modules aligned with labour market needs.

In 2025, 35 young people benefited from the program, with approximately 75% securing employment opportunities with partner companies, including Suez Steel. This outcome reflects the program's effectiveness in bridging the gap between education and employment.

### Creating Pathways for Tomorrow's Workforce in Collaboration with Ghabbour Foundation

Through collaboration with the **Ghabbour Foundation**, we launched a sponsorship program for **14 top-performing students** specializing in vehicle maintenance.

This initiative provides financial assistance for their academic journey throughout the 2025/2026 academic year, along with practical, hands-on learning opportunities to strengthen their technical skills and employability.





### Supporting People of Determination: Advancing Accessibility

Emirates NBD Egypt invested in programs designed to dismantle barriers to education and mobility for People of Determination.

### Accessible Learning Initiative

Through a strategic partnership with the Basera Foundation, we are revolutionizing access to education for visually impaired students. Starting in September 2025, this initiative includes printing over 15 thousand pages of educational books in Braille and expanding libraries with hundreds of resources for children and youth. Additionally, we are converting books into audio format for students above 12 years old, ensuring that knowledge is accessible to all, regardless of physical ability.

### Inclusive Education Program with Educate Me Foundation

Continuing its efforts to promote inclusive education, Emirates NBD Egypt sustained its partnership with Educate Me Foundation which started in 2024. The multidimensional program strengthens the capabilities of teachers, counselors, school principals and parents to provide both academic and psychological support to students with disabilities in public integration schools. By reaching around 50 teachers, 50 parents, 50 counselors and 50 government schools, and an estimated 5 thousand students, the program promotes empathy, effective communication and inclusive classroom practices, complemented by an educational game designed to enhance interaction between students with and without disabilities.

### Renovation of Al-Amal Secondary School for Deaf and Hard of Hearing Girls – Asyut

The renovation of Al-Amal Secondary School for Deaf and Hard of Hearing Girls in Asyut, initiated in 2024, progressed further in 2025 as part of Emirates NBD Egypt's collaboration with Sonaa El Kheir to enhance inclusive learning spaces. The project upgraded 23 classrooms, 9 offices and 7 toilets, and refreshed the entire building with new paint to create a vibrant and welcoming atmosphere. The school was also equipped with new furniture for classrooms, offices and common areas, providing 235 deaf and hard of hearing students with a safe, comfortable and well-equipped space in which to learn and thrive.



## Community Development: Meeting Essential Needs

Our community development strategy focuses on infrastructure, heritage preservation, and emergency relief.

### Winter Campaign

Responding to the needs of vulnerable families during the cold season, Emirates NBD Egypt launched its annual Winter Campaign for 2025 in collaboration with Al Orman Association. The initiative focused on renovating four homes through the installation of new doors, windows, and ceilings. Additionally, 300 blankets and 373 food boxes were distributed in underprivileged areas of Beheira governorate. Our staff volunteers supervised the renovation work and managed distribution efforts, ensuring families received both physical shelter and essential sustenance for winter.

### Infrastructure Projects

#### Orphanage Renovation: Aisha Hassanein

In Al Fayoum, the bank directed significant support toward the Aisha Hassanein Orphanage. We funded the complete renovation of the orphanage's second building, focusing on comprehensive upgrades to the living quarters and essential facilities. This project was driven by a commitment to providing a safe, comfortable, and supportive environment for the residents. By modernizing the infrastructure and improving the daily living conditions, the initiative ensures a dignified quality of life for the 43 children who call the orphanage home. We organized 2 volunteering events, to allow our staff to volunteer and participate in the renovation process and help enhance the lives of the children.

#### Nuba Visit & Heissa Dock Renovation in Aswan

As part of recognizing the top "Exchangers" who contributed the most volunteer hours during the second half of 2024, Emirates NBD Egypt organized a trip to Aswan for a series of volunteering activities on Heissa Island. During this visit, our dedicated volunteers traveled to Heissa Island in Nuba, Aswan, they rolled up their sleeves to renovate Nubian houses and plant trees across the island. They also assisted in the renovation of the island's dock, a key entry point, which was fully funded by the bank to improve accessibility for residents and visitors. This deep community engagement helped uplift a beautiful heritage area while preserving its unique cultural style and contributing to a decent life for the island's residents.



#### Award from Sonaa Al-Kheir Foundation

In recognition of our sustained efforts in community development, Emirates NBD Egypt was honored to receive an award from the Sonaa Al-Kheir Foundation.

This accolade serves as a testament to our enduring collaboration and the tangible impact of our joint development efforts. It underscores our shared commitment to driving sustainable change and empowering communities through purposeful, strategic initiatives.

## Volunteerism & Community Engagement

Our Exchanger Volunteer Programme is the heartbeat of our social responsibility strategy. In 2025, our employees demonstrated exceptional dedication, organizing impactful initiatives. They mobilized to deliver essential support, joy, and development to diverse communities across Egypt.

### Providing Clean Water Access

Addressing the fundamental need for clean water, our volunteers traveled to El Amreya, Alexandria, to oversee a vital infrastructure project. We successfully installed clean water connections for two underprivileged households, providing these families with a sustainable source of potable water and significantly improving their daily quality of life and hygiene standards.

### The Circle Program

In 2025, we launched “**The Circle Program**,” a unique skills-based volunteering initiative designed to share employee expertise with the community. Staff members utilized their specialized talents to mentor underprivileged children through a diverse range of activities, including English lessons, computer skills trainings, music sessions, and even fashion design classes. During the year 11 staff members conducted 20 sessions, directly working with children in orphanages to foster creativity and a culture of knowledge sharing.



### Sharing the Spirit of Ramadan

Emirates NBD Egypt launches its annual Ramadan Campaign for 2025, in collaboration with various Egyptian NGOs, as part of our efforts to spread generosity and achieve food security among the underprivileged in Egypt.

Our Campaign this year features different activities, starting with the donation of 2,815 food boxes filled with essential ingredients and food during Ramadan, to be distributed on the underprivileged areas, along with a Ramadan tent that serves 500 meals per day for Iftar and Sohour during the entire month with a total of 14 thousand beneficiaries.

In addition, this campaign also offered 7 packing events for our staff to participate in the packing of boxes and meals, so they can be part of sharing the good deeds and leaving an impact during the Holy month.

2,815

Food Boxes

7

Packing Events

500

Served Meals

14 thousand

Beneficiaries

### Eid Clothing

To ensure every child could experience the full joy of the holidays, we organized two distinct initiatives. For **Eid Al-Fitr**, our staff volunteers played a central role in fostering a sense of autonomy and care. They accompanied 25 orphans on a special shopping trip, helping them choose their own new outfits, while our Exchangers also personally handpicked outfits for 29 children from a second orphanage.

Later in the year, in celebration of **Eid Al-Adha**, we partnered with the Egyptian Clothing Bank to support burn survivors. Emirates NBD Egypt provided new Eid clothes for 80 children recovering at Ahl Masr Hospital. Our volunteers actively participated in the packing process and visited the hospital to distribute the boxes, spreading joy and warmth among the young patients during the festive season.

## Burn Prevention Awareness

In collaboration with **Ahl Masr Hospital**, we conducted a critical awareness session focused on burn injuries. This initiative educated participants on how to prevent burn accidents and the correct methods for rapid response, equipping our community with life-saving knowledge.

## Autism Awareness

We dedicated a session to raising awareness about **Autism Spectrum Disorder**. This educational event provided staff with insights into the challenges faced by individuals with autism and their families, promoting a culture of empathy, understanding, and inclusivity within our organization.

## Environmental Stewardship in Hurghada

Recognizing our top performers in a meaningful way, we organized a Beach Cleanup event in Hurghada for our top two “Exchangers.” This initiative combined employee recognition with environmental responsibility, as our volunteers worked to clear waste from the shoreline, protecting marine life and local ecosystems.

## Donation Boxes Initiative

To encourage a culture of continuous giving, donation boxes were placed at our Head Office to facilitate employee contributions. This initiative successfully collected 1,269 pieces of clothing, 61 pairs of shoes, 186 books, and 66 medical items, all of which were regularly delivered to partner NGOs in support of vulnerable communities.

## Storytelling and Creativity

Fostering imagination, we hosted a Storytelling and Crafts Workshop for the children of Dar Al Yosr. Volunteers captivated the children with a touching story before guiding them through a hands-on craft session where they created their own teddy bears. This activity provided a therapeutic outlet for creativity and built a warm connection between the staff and the children.

## Supporting Children at 57357 Hospital

Our team visited the Children’s Cancer Hospital 57357 to celebrate Eid with the young patients. Volunteers spent the day distributing gifts and toys, aiming to lift spirits and provide emotional support to children and their families during their challenging treatment journeys.



## Back to School Support

Emirates NBD Egypt supported vulnerable children ahead of the academic year through its Back to School campaign by providing essential school supplies, including uniforms, bags, and educational materials. This initiative aimed to ensure that beneficiaries were well-prepared for the school term, helping ease financial burdens and support their continued access to education.



## Historical Tours for Youth

We organized an educational field trip for 16 orphans to the National Museum of Egyptian Civilization. Volunteers guided the children through a journey of Egyptian history, exploring ancient wonders and heritage. This day was filled with learning and fun, helping the children connect with their national identity in an inspiring setting.



## Green Action in Alexandria

In recognition of World Environment Day, employee volunteers partnered with Banlastic Egypt. Our teams spent the day in Alexandria planting trees and upcycling plastic, transforming environmental awareness into tangible, collective action for a cleaner future.

## Giving Life Through Blood Donation

In celebration of World Blood Donor Day, Emirates NBD Egypt hosted a blood donation day at its premises in partnership with the Egyptian Red Crescent to support thalassaemia and haemophilia patients across different governorates, resulting in the collection of 56 blood bags. This important health initiative allowed staff to contribute directly to saving lives and making a meaningful impact on the broader community's well-being.

## Crafts and Culture for Women

Celebrating International Women's Day, we hosted a creative handicrafts workshop that brought our women colleagues together with girls from Izzbit Khairallah. The total participants were 43. The session focused on teaching the traditional arts of Macrame and Khayameya, creating a space for skill-sharing and cultural exchange that empowered participants to unleash their creativity.

## Appreciating Our Internal Community

In a second initiative for International Women's Day, we turned our gratitude inward. We organized a special volunteering event to pack 160 thoughtful gifts for the women who serve in essential support roles at our bank, including housekeeping and mail unit staff. This gesture was designed to recognize their hard work and ensure they feel valued as integral members of the Emirates NBD family.

Through these comprehensive initiatives, Emirates NBD Egypt continues to strengthen its position as an employer of choice while contributing meaningfully to the broader community and environment we serve.



# 04

## PROTECTING OUR PLANET



# Protecting our Planet

Emirates NBD Egypt recognizes that environmental responsibility is fundamental to long term corporate resilience. Our progress in energy management, sustainable infrastructure and climate awareness reflects a growing commitment to minimizing operational impact while supporting national and global sustainability objectives. Through continuous monitoring, resource efficiency measures and the gradual integration of environmentally conscious technologies, we remain focused on operating responsibly while contributing to a healthier environment for future generations. Our approach extends beyond operational controls to include awareness, behaviour change and low impact infrastructure development, reinforcing our belief that financial performance and environmental stewardship must advance together.



Environmental Management



Climate Action

Material Topics



Capitals



Intellectual



Manufactured



Natural



Financial



Strategic Goals

1

Sustainable Operation for Responsible Stewardship

2

Environmental and Social Leadership for Compliance and Innovation

3

Environmental and Social Control Environment for Compliance and Innovation

# Operational Efficiency

## Why It Matters

Responsible environmental management is essential to operational efficiency, regulatory preparedness and long term business continuity. Reducing consumption of electricity, water and raw materials enables the Bank to operate more efficiently while lowering emissions and waste generation across the network. These practices also support stakeholder expectations for sustainable business conduct and contribute positively to community wellbeing. By improving resource performance, reducing waste and investing in sustainable infrastructure, Emirates NBD Egypt demonstrates the role a financial institution can play in protecting natural resources while maintaining service excellence.



## Our Approach

We are committed to managing our environmental footprint through structured oversight of energy, water, and waste across all operations. By monitoring key indicators, adopting resource efficient technologies, and encouraging sustainable behaviour, the Bank continually identifies opportunities to reduce consumption and improve environmental performance. Through this approach, we align our operational practices with global sustainability principles and Egypt's environmental priorities.

## Our Progress

Emirates NBD Egypt continued to advance its environmental efforts by improving energy performance, optimising water use, and expanding waste reduction practices. These initiatives support a measurable reduction in operational impact and reinforce our commitment to ongoing environmental stewardship

## 2025 Environmental Metrics

**11,837 MWh**

Total Energy Consumption

**210,366 m<sup>3</sup>**

Total Water Consumption

**86 Tonnes**

Total Waste Generated

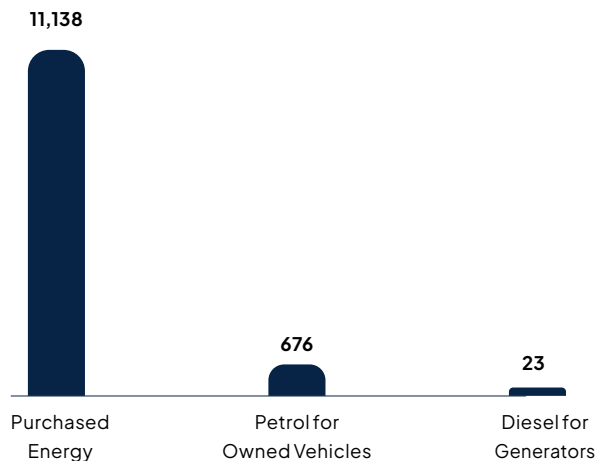
## Energy Management

Electricity remains the primary source of energy across our facilities, with limited use of fuel for backup generators and operational vehicles. In 2025, total energy consumption across our operations reached 11,837 MWh.

To improve energy efficiency, the Bank continued implementing measures to reduce consumption across its premises. These include the conversion to LED lighting at the Head Office and most branches, the installation of motion-activated lighting systems, and the deployment of variable refrigerant flow (VRF) technology to support more efficient cooling.

At the Head Office, a Building Management System (BMS) automatically controls lighting and HVAC operations, ensuring energy is used only when and where required. In addition, digital scheduling tools regulate electricity and cooling during operational hours, further optimizing energy use across our facilities.

### Total Energy Consumption by Source, 2025 (MWh)



### Sustainable Infrastructure: U Venues Branch

In 2025, Emirates NBD Egypt achieved an important milestone in green building development with the LEED v4 ID+C Gold certification awarded to the U Venues Branch. This certification reflects compliance with international standards for energy performance, material responsibility, indoor environmental quality and sustainable design. By adopting certified building frameworks, the Bank demonstrates that operational efficiency and environmental responsibility can coexist, improving long term performance while creating healthier spaces for clients and employees.

## Water Management

Emirates NBD Egypt's branches rely on municipal water supplies for drinking and sanitation needs. Wastewater generated within these facilities is directed to the municipal system for treatment before being safely discharged. In 2025, water consumption at the bank totaled 210,366 cubic metres.

**210,366 m<sup>3</sup>**

Water Consumption in 2025

## Waste Management

Waste generated across offices and branches includes paper, plastics and electronic material. Digitization has reduced printing requirements and the Bank continues to expand reuse and recovery channels. The total volume of solid waste recorded in 2025 was 86 tonnes. Internal collection points and segregated disposal routes support responsible handling, while recycling mechanisms continue to develop across high volume locations. Emirates NBD's Head Office maintains a robust waste management program in partnership with a specialized recycling contractor. In 2025, the facility generated 42 tonnes of waste, successfully diverting 38 tonnes for recycling; achieving a 90% recycling rate.

**86 tonnes**

Waste Generated in 2025

# Commitment to Climate



## Why It Matters

Climate related risks increasingly influence operational continuity, regulatory expectations and capital allocation. Measuring and reducing emissions is therefore central to building resilient financial institutions. For Emirates NBD Egypt, climate action promotes efficiency, enhances risk controls, and reflects a responsibility to support a low carbon future. Our climate efforts combine emission tracking, resource management and behavioural awareness to ensure progress is both measurable and sustainable.

## Our Approach

Emirates NBD Egypt adopts a progressive approach to climate action built on measurement, accountability and gradual emissions reduction. We continue to assess our operational footprint to establish a clear baseline for performance improvement and future target setting. Resource consumption trends are monitored across branches to identify efficiency opportunities, while awareness initiatives encourage responsible behavior at an individual level. This approach positions us to expand reduction strategies, integrate renewable alternatives where feasible and strengthen alignment with emerging national and global climate expectations. Our focus remains on building a measurable and scalable pathway toward long term decarbonisation.

## Our Progress

Carbon footprint assessment continues to be refined, enabling more accurate visibility over operational emissions and guiding future reduction strategies.

## Carbon Footprint

Emirates NBD Egypt continued tracking its operational emissions to better understand its environmental footprint and support future reduction planning. Our latest assessment reflects ongoing progress in quantifying emissions across Scope 1, Scope 2 and Scope 3 categories, forming the basis for long term climate action. The evaluation was conducted in alignment with globally recognised protocols, including the Greenhouse Gas Protocol, the Intergovernmental Panel on Climate Change methodologies, and ISO 14064-1:2018 guidelines. This structured approach allows the Bank to measure performance consistently while enhancing transparency in relation to climate reporting.

**13,596**

Total Scope 1+2+3 Emissions – Market-based  
(mtCO<sub>2</sub>e)

**5,288**

Total Scope 1+2 Emissions – Market-based  
(mtCO<sub>2</sub>e)

**1.67**

Scope 1+2 Emissions Intensity per employee  
– Market-based  
(mtCO<sub>2</sub>/employee)

## Operational and Organisational Boundaries

The organisational boundary outlines the operations included within our emissions inventory based on operational control. In line with GHG Protocol guidance, all activities where Emirates NBD Egypt holds direct operational authority fall within the reporting scope. The current assessment includes total built area as well as full time equivalent employees, recorded as:

85

Branches and Facilities

66,666 m

Total Area

3,156

Full-Time Employees

Operational boundaries refer to the bank's business activities that produce emissions, outlining which activities are included in the calculations and how they are categorised.

These emissions are divided into three distinct scopes:

### Scope 1

Includes direct emissions from equipment and assets owned or controlled by Emirates NBD Egypt, covering activities that release emissions directly into the atmosphere.

### Scope 2

Covers indirect emissions resulting from the use of externally sourced energy, such as electricity, heating, or steam, which are not owned or controlled by Emirates NBD Egypt.

### Scope 3

Includes other notable indirect emissions not covered by Scopes 1 or 2, such as those arising from the bank's purchased goods and supplies, employee travel, and waste disposal activities.

Scope 1 and Scope 2 reporting follows requirements of the GHG Protocol Corporate Standard and CBE disclosure expectations. These categories provide insight into energy related emissions under direct control, forming an essential baseline for future reduction planning

## 2025 Carbon Footprint Assessment Results

The total calculated footprint for the latest reporting cycle is 13,596 mtCO<sub>2</sub>e, reflecting combined emissions across the three reporting scopes. Scope 3 represented the largest share at 61%, primarily driven by indirect value chain related activity. Scope 2 accounted for 29%, linked mainly to electricity consumption through our branch network and facilities. As data structures mature, the Bank intends to strengthen measurement systems, support higher reporting accuracy, and expand reduction strategies over time.



## Climate Awareness and Engagement Initiatives

Emirates NBD Egypt recognises that meaningful climate action begins with awareness, knowledge, and behavioural change. Throughout the year, the Bank implemented several awareness initiatives designed to engage employees, deepen understanding of environmental challenges, and encourage practical individual actions that collectively support our environmental goals. These efforts reinforce our commitment to cultivating a workplace culture that values sustainability and actively contributes to reducing our environmental footprint.

### The International Day of Climate Action

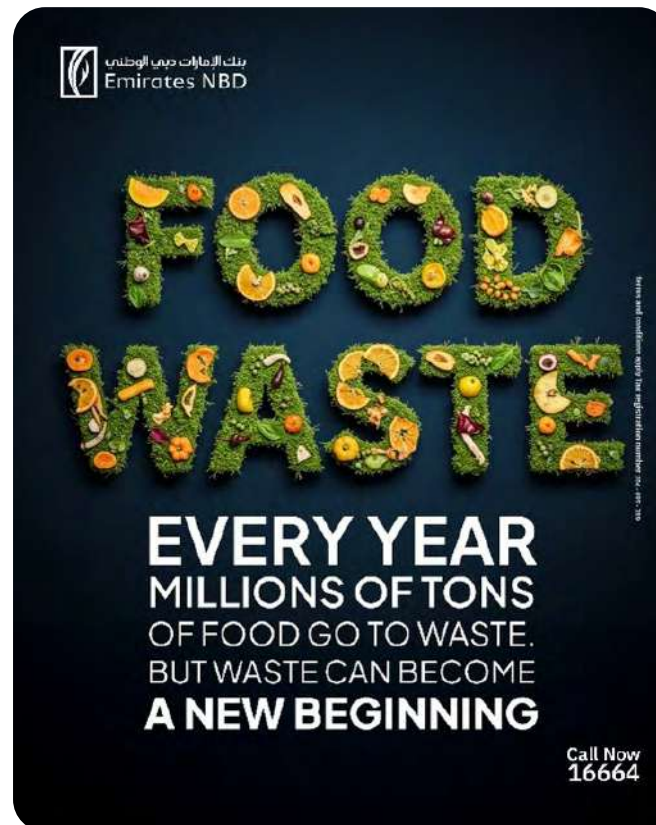
Embracing the call to “Be the change our planet needs!”, Emirates NBD Egypt marked the International Day of Climate Action by highlighting our comprehensive efforts to drive positive environmental impact. We showcased our progress in key areas such as sustainable finance, energy-efficient operations, and responsible business practices, reinforcing our steadfast commitment to a more sustainable future. To translate this commitment into individual action, the initiative also shared practical tips on small habits to reduce energy consumption, encouraging staff to adopt eco-conscious behaviors in their daily lives.

### World Environment Day

Emirates NBD Egypt marked World Environment Day by encouraging employees to assess and reflect on personal environmental habits. An internal questionnaire was circulated to understand daily consumption patterns, waste behaviour and awareness of sustainability practices. The summarized findings were shared with the wider institution and supported by educational messaging on small habit changes that contribute to environmental preservation. This initiative strengthened environmental consciousness, demonstrating how incremental individual action supports larger institutional climate goals.

## International Day of Food Loss and Waste

To highlight the environmental and social impact of wasted food, the Bank launched a dedicated awareness initiative during the International Day of Awareness of Food Loss and Waste. Employees were invited to participate in a self evaluation survey that explored food consumption behaviour, leftover management and disposal practices. The resulting insights were transformed into a knowledge centered communication that offered simple practices for storage, reuse and meal planning. The initiative reinforced the link between conscious consumption, social equity and environmental impact.



## The International Day of Climate Action

Embracing the call to “Be the change our planet needs!”, Emirates NBD Egypt marked the International Day of Climate Action by highlighting our comprehensive efforts to drive positive environmental impact. We showcased our progress in key areas such as sustainable finance, energy-efficient operations, and responsible business practices, reinforcing our steadfast commitment to a more sustainable future. To translate this commitment into individual action, the initiative also shared practical tips on small habits to reduce energy consumption, encouraging staff to adopt eco-conscious behaviors in their daily lives.

### World Earth Day

On World Earth Day, Emirates NBD Egypt marked the occasion by celebrating the everyday actions taken across the workplace to support responsible waste management and environmental care. The day served as a moment to recognize employees’ collective efforts in reducing waste, encouraging proper segregation, and promoting recycling practices across organic, paper, and plastic materials. By highlighting the tangible outcomes of these efforts, the initiative reinforced how small, consistent habits can contribute to meaningful environmental benefits. Through this shared commitment, the Bank continues to foster a culture of accountability, conscious consumption, and long-term sustainability in its operations.

### World Sustainable Transport Day

To mark World Sustainable Transport Day, we conducted a bank-wide survey to map employee commuting habits. This initiative provided valuable insights into current transportation patterns, highlighting the significant environmental and social potential of shifting toward greener alternatives. The findings serve as a key step in our ongoing efforts to encourage sustainable mobility solutions within our workforce.

These efforts reflect our commitment to mitigating climate risks and advancing a greener, more sustainable future.

## Decarbonisation Plan

Emirates NBD Egypt recognises the importance of transitioning toward lower emissions and is developing a structured Climate Transition Plan (CTP) including a decarbonisation roadmap. This plan will guide long term reduction efforts and help the Bank align with emerging regulatory expectations and global climate objectives. Future measures will prioritise energy efficiency, enhanced data monitoring, the use of renewable alternatives, and opportunities to reduce value chain related emissions. This work reflects an ongoing commitment to environmental responsibility and future based sustainability performance.

### Fueling the Future with Renewable Energy

As part of its evolving sustainability journey, Emirates NBD Egypt has entered into a Power Purchase Agreement (PPA) with the New and Renewable Energy Authority (NREA). Since October 2025, the Bank has utilized renewable energy certificates to offset a significant portion of its electricity consumption. In Q4 2025 alone, the Bank offset 1,553 MWh, accounting for approximately 52% of its total electricity use for the quarter. This milestone reflects a tangible step toward embedding environmental responsibility into day-to-day operations. The transition contributes to a meaningful reduction in the Bank's carbon footprint and greenhouse gas emissions, while supporting sustainable operational practices that safeguard natural resources for future generations. This initiative is closely aligned with the Bank's ESG strategy, particularly its commitment to sustainable operations and climate action.



# 05

## ESG ANNEXES

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## Abbreviations and Acronyms

<b>ACH</b>	Automated Clearing House
<b>AML</b>	Anti-Money Laundering
<b>ATM</b>	Automated Teller Machine
<b>BMS</b>	Building Management System
<b>BSRC</b>	Board Supervisory and Remuneration Committee
<b>CAR</b>	Capital Adequacy Ratio
<b>CASA</b>	Current and Savings Accounts
<b>CBE</b>	Central Bank of Egypt
<b>CDs</b>	Certificates of Deposit
<b>CEO</b>	Chief Executive Officer
<b>COSO</b>	Committee of Sponsoring organisations
<b>CRM</b>	Customer Relationship Management
<b>CSAM</b>	Cybersecurity Awareness Month
<b>DLP</b>	Data Loss Prevention
<b>D-SIB</b>	Domestic Systemically Important Bank

<b>ECL</b>	Expected Credit Loss
<b>EGP</b>	Egyptian Pound
<b>ERM</b>	Enterprise Risk Management
<b>ESG</b>	Environmental, Social, and Governance
<b>FX</b>	Foreign Exchange
<b>GDPR</b>	General Data Protection Regulation
<b>GHG</b>	Greenhouse Gas
<b>G-SIB</b>	Global Systemically Important Bank
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>ICAAP</b>	Internal Capital Adequacy Assessment Process
<b>IIA</b>	Institute of Internal Auditors
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>ISO/IEC</b>	International organisation for Standardisation / International Electrotechnical Commission
<b>IT</b>	Information Technology
<b>KYC</b>	Know Your Customer

<b>LED</b>	Light Emitting Diode
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>mtCO<sub>2</sub>e</b>	Metric Tonnes of Carbon Dioxide Equivalent
<b>NPL</b>	Non-Performing Loan
<b>PCI/DSS</b>	Payment Card Industry Data Security Standard
<b>PDPL</b>	Personal Data Protection Law
<b>SAS</b>	Statistical Analysis System
<b>SLAs</b>	Service Level Agreements
<b>SMS</b>	Short Message Service
<b>STP</b>	Straight Through Processing
<b>SWIFT</b>	Society for Worldwide Interbank Financial Telecommunication
<b>TDs</b>	Time Deposits
<b>UAT</b>	User Acceptance Testing
<b>URL</b>	Uniform Resource Locator
<b>VRF</b>	Variable Refrigerant Flow

# ESG Data

## Environmental Metrics

### Energy, Water, Materials, and Waste

		Unit	2025
<b>Energy Consumption</b>	Purchased energy	MWh	11,138
	Diesel	MWh	23
	Petrol	MWh	676
	<b>Total</b>	<b>MWh</b>	<b>11,837</b>
	Energy Intensity	kWh/m <sup>2</sup>	178
<b>Water</b>	Municipal water withdrawal	m <sup>3</sup>	210,366
<b>Waste</b>	Non-hazardous waste generated	Total (tons)	86

### Carbon Emissions

		Unit	2025
<b>Scope 1 (Direct)</b>	<b>Total</b>	<b>mtCO<sub>2</sub>e</b>	<b>1,398</b>
<b>Scope 2 (Indirect)</b>	<b>Total (location-based)</b>	<b>mtCO<sub>2</sub>e</b>	<b>4,520</b>
	<b>Total (market-based)</b>	<b>mtCO<sub>2</sub>e</b>	<b>3,890</b>
<b>Scope 1+2</b>	<b>Total (market-based)</b>	<b>mtCO<sub>2</sub>e</b>	<b>5,288</b>
<b>Scope 3 (Other Indirect)</b>	<b>Total</b>	<b>mtCO<sub>2</sub>e</b>	<b>8,308</b>
	Purchased goods and services	mtCO <sub>2</sub> e	733
	Capital Goods	mtCO <sub>2</sub> e	829
	Fuel and energy-related activities (not included in scope 1 and 2)	mtCO <sub>2</sub> e	1,116
	Waste generated in operations	mtCO <sub>2</sub> e	120
	Business travel	mtCO <sub>2</sub> e	455
	Employee commuting	mtCO <sub>2</sub> e	5,056
<b>Scope (1+2+3)</b>	<b>Total (market-based)</b>	<b>mtCO<sub>2</sub>e</b>	<b>13,596</b>
<b>Carbon Intensity</b>	Scope 1+2 per employee (market-based)	mtCO <sub>2</sub> e/employee	1.67
	Scope 1+2 per net profit (market-based)	mtCO <sub>2</sub> e/Million EGP Netprofit	0.87

## Social Metrics

Employees Profile <sup>1</sup>		
		2025
Total Workforce	Total Workforce	2,282
	FTE	2,207
	STE	75
Employees	Total Employees	2,282
	Male	1,248
	Female	1,034
	Permanent contract	2,206
	Male	1,215
	Female	991
	Temporary contract	233
	Male	120
	Female	113
	Full-time	2,282
	Male	1,248
	Female	1,034
	Employees with Disability	90
	Male	50
	Female	40

Employees Profile <sup>1</sup>		
		2025
Breakdown by Age	Under 30	883
	30-50	1,308
	Above 50	91
Breakdown by Business Units	Head Office	1,810
	Male	991
	Female	819
	Branches	719
	Female	325
Workers who are not employees <sup>2</sup>	Total Workers who are not employees	247
	Outsourced workers	148
	Missions <sup>3</sup>	9
	People of Determination	90

<sup>1</sup> FTEs & STEs Head Count is 2282 Employees (2207 FTEs and 75 STEs)

<sup>2</sup> This refers to workers who perform work for the Bank but are not included in the workforce/employees' figures in this table above, i.e. not considered "Employees at Emirates NBD Egypt"

<sup>3</sup> Missions are employees who are temporarily engaged to fulfill a defined objective or project within a set timeframe.

### Diversity across Employee Categories

Employee Category	Total and by Gender			Age Category		
	Total	Male	Female	Under 30	30-50	Above 50
Entry Level	1,540	747	793	852	667	21
Middle Management	628	407	221	27	562	39
Senior Management	73	54	19	0	49	24
STEM <sup>4</sup> Positions	156	115	41	28	119	9
Auxiliaries <sup>5</sup>	41	40	1	4	30	7

### Parental Leave

	2025
Number of employees who are entitled to a maternity/ parental leave	1,131
Male	694
Female	437
Number of employees who took a maternity/ parental leave during 2025	69
Male	15
Female	54
Number of employees who returned to work after their maternity/ parental leave ended, during 2025	56
Male	15
Female	41

### Employee Turnover

	2025	
	No. of Employees	Turnover Rate <sup>6</sup> (%)
Employee Turnover	Total Turnover	569 24.93%
	Male	289 23.16%
	Female	280 27.08%
Breakdown by Age	Voluntary	547 23.97%
	For cause	22 0.96%
	Under 30	313 35.45%
Breakdown by Employment Level	30-50	250 19.11%
	Above 50	6 6.59%

### New Hires

	2025
Employee New Hires	Total 491
	Male 245
	Female 246
People of Determination	Employees with Disability 1
Breakdown by Age	Under 30 393
	30-50 95
	Above 50 3

<sup>4</sup>STEM (Science, Technology, Engineering, and Mathematics) workers use their knowledge of science, technology, engineering, or mathematics in their daily responsibilities. To be classified as a STEM employee, the employee should have a STEM-related qualification and make use of these skills in their operational position. Positions include, but are not limited to, the following: Computer programmer, web developer, statistician, logistician, engineer, physicist, scientist.

<sup>5</sup> Auxiliaries are temporary or support staff who assist core operations but are not part of the main workforce.

<sup>6</sup> Turnover rate is calculated as the % of leavers per category divided by the total number of employees in that specific category as of the end of FY2025.

### Training and Development

2025

		Total Hours	Average Hours per Employee
<b>Total Training Hours</b>	<b>Total</b>	<b>80,718</b>	<b>31.5</b>
<b>Breakdown by Gender</b>	Male	46,573	33.6
	Female	34,144	29.61
<b>Breakdown by Age</b>	Under 30	35,093	34.0
	30-50	44,273	31.6
	Above 50	1,351	14.5
<b>Breakdown by Employee Category</b>	Entry Level	52,599	29.8
	Middle Management	25,344	40.4
	Senior Management	2,774	38.0

### Performance & Career Development Reviews

2025

		Total	
<b>Total no. of employees who received performance and career development reviews</b>	<b>Total</b>	<b>2,601</b>	
<b>By Gender</b>	Male	1,435	
	Female	1,166	
<b>By Employee Category</b>	Entry Level	1,789	
	Middle Management	731	
	Senior Management	81	



## GRI Content Index

Statement of use	Emirates NBD Egypt has reported in accordance with the GRI Standards for the period from January 1 <sup>st</sup> , 2025, to December 31 <sup>st</sup> , 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	None

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>GRI 2: General Disclosures 2021</b>						
<b>The organisation and its reporting practices</b>						
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Local Impact: Emirates NBD Egypt at a Glance				PRB 1.1
	2-2 Entities included in the organization's sustainability reporting	About this Report				
	2-3 Reporting period, frequency and contact point	About this Report				
	2-4 Restatement of information	Commitment to Climate				
	2-5 External assurance	Limited Assurance Statement				
<b>Activities and workers</b>						
<b>GRI 2: General Disclosures 2021</b>	2-6 Activities, value chain and other business relationships	Local Impact: Emirates NBD Egypt at a Glance				PRB 1.1
	2-7 Employees	Empowering people and society Social Metrics				SDG 8.5, 10.3 PRB 1.1
	2-8 Workers who are not employees	Social Metrics				SDG 8.5

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Leading with Integrity				SDG 5.5, 16.7 PRB 5.1
	2-10 Nomination and selection of the highest governance body	Board Nomination and Evaluation				SDG 5.5, 16.7
	2-11 Chair of the highest governance body	Board Members				SDG 16.6
	2-12 Role of the highest governance body in overseeing the management of impacts	Board Committees				SDG 16.7
	2-13 Delegation of responsibility for managing impacts	Board Committees				PRB 5.1
	2-14 Role of the highest governance body in sustainability reporting	Emirates NBD Egypt ESG Strategy 2024-2026				
	2-15 Conflicts of interest	Leading with Integrity				SDG 16.6
	2-16 Communication of critical concerns	Code of Ethics				
	2-17 Collective knowledge of the highest governance body	Code of Ethics				
	2-18 Evaluation of the performance of the highest governance body	Board Committees				
	2-19 Remuneration policies	Board Committees				
2-20 Process to determine remuneration	Board Committees				SDG 16.7	
2-21 Annual total compensation ratio			a,b,c	Confidentially Constraint	Emirates NBD Egypt this information confidential	
<b>Strategy, Policy and Practices</b>						
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from the CEO and Managing Director				
	2-23 Policy commitments	Code of Ethics				

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>GRI 2: General Disclosures 2021</b>	2-24 Embedding policy commitments	Code of Ethics				PRB 1.2
	2-25 Processes to remediate negative impacts	Code of Ethics				SDG 16.3 PRB 5.2 UNGC 7, 10
	2-26 Mechanisms for seeking advice and raising concerns	Code of Ethics				
	2-27 Compliance with laws and regulations	Compliance and Regulatory Adherence				
	2-28 Membership associations	Emirates NBD Egypt is a member Federation of Egyptian Banks				SDG 16.3
<b>Stakeholder Engagement</b>						
<b>GRI 2: General Disclosures 2021</b>	2-29 Approach to stakeholder engagement	Stakeholder Engagement				PRB 4.1
	2-30 Collective bargaining agreements	There are no collective bargaining agreements in ENBD Egypt. However, there is room for communicating grievances or any type of feedback due to ENBD Egypt's open-door policy and systematic cycle of feedback between managers and employees.				SDG 8.8 PRB 4.1
<b>GRI 3: Material Topics 2021</b>						
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality Assessment				
	3-2 List of material topics	Materiality Assessment				
<b>Corporate Governance and Ethics</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Leading with Integrity				

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Code of Ethics				SDG 16.5
	205-2 Communication and training about anti-corruption policies and procedures	Compliance and Regulatory Adherence				SDG 16.5
	205-3 Confirmed incidents of corruption and actions taken	Code of Ethics				SDG 16.5
<b>Responsible Finance</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Banking with Purpose				
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Emirates NBD Egypt Financial Highlights 2025				
	201-2 Financial implications and other risks and opportunities due to climate change		a	Information unavailable/incomplete	These requirements shall be integrated into the Bank's ESG management system and considered in upcoming reports	SDG 13.1
	201-3 Defined benefit plan obligations and other retirement plans		c,d,e	Information unavailable/incomplete	These requirements shall be integrated into the Bank's ESG management system and considered in upcoming reports	
	201-4 Financial assistance received from government	None				
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Sustainable Finance - Social Projects				SDG 5.4, 9.1, 9.4, 11.2
	203-2 Significant indirect economic impacts	Community Investments				SDG 1.2, 1.4, 3.8, 8.2, 8.3, 8.5
<b>Digitalization Empowerment and Innovation</b>						
<b>GRI 3: Material</b>	3-3 Management of material topics	Pioneering Digital Innovation				

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>Cybersecurity and Data Protection</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Resilience and Security				
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints were recorded during the reporting period				SDG 16.3, 16.10
<b>Employee Engagement, Diversity and Inclusion</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Empowering People and Society				
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Social Metrics				SDG 5.1, 8.5, 8.6, 10.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Empowering People and Society A Safe and Healthy Workplace				SDG 3.2, 5.4, 8.5
	401-3 Parental leave	Social Metrics				SDG 5.1, 5.4, 8.5
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	A Safe and Healthy Workplace				SDG 3.3, 3.4, 3.9, 8.8, 16.1
	403-2 Hazard identification, risk assessment, and incident investigation	Hazard Management and Worker Participation				SDG 8.8
	403-3 Occupational health services	Wellbeing and Health Promotion				SDG 8.8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Hazard Management and Worker Participation				SDG 8.8
	403-5 Worker training on occupational health and safety	Safety Training Excellence				SDG 8.8

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-6 Promotion of worker health	Wellbeing and Health Promotion				SDG 3.3, 3.5, 3.7, 3.8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Enhancing Safety Operations				SDG 8.8
	403-8 Workers covered by an occupational health and safety management system	Wellbeing and Health Promotion				SDG 8.8
	403-9 Work-related injuries		a,b,c,d,e,f,g	Information unavailable/incomplete	These requirements shall be integrated into the Bank's ESG management system and considered in upcoming reports	SDG 3.6, 3.9, 8.8, 16.1
	403-10 Work-related ill health		a,b,c,d	Information unavailable/incomplete	These requirements shall be integrated into the Bank's ESG management system and considered in upcoming reports	SDG 3.3, 3.4, 3.9, 8.8, 16.1
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Social Metrics				SDG 5.1, 5.5, 8.5
	405-2 Ratio of basic salary and remuneration of women to men		a,b	Confidentially Constraint	Emirates NBD Egypt considers this information confidential	SDG 5.1, 8.5, 10.3
<b>Learning and Development</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Training and Development Social Metrics				
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Social Metrics				SDG 4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
	404-2 Programs for upgrading employee skills and transition assistance programs	Social Metrics				SDG 8.2, 8.5
	404-3 Percentage of employees receiving regular performance and career development reviews	All ENBD Egypt employees are subject to a regular performance and career development on annual basis (100% of employees).				SDG 5.1, 8.5, 10.3

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>Financial Literacy and Inclusion</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Finance for All				
<b>Community Investments</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Community Investments				
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Community Investments				
	413-2 Operations with significant actual and potential negative impacts on local communities			Not Applicable	There are no operations that have significant actual and potential negative impacts on local communities.	SDG 1.4, 2.3
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions			Not Applicable	No political contributions have been made directly or indirectly by the Bank.	SDG 16.5
<b>Customer Satisfaction</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Customer Excellence				
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories		a	Information unavailable/incomplete	These requirements shall be integrated into the Bank's ESG management system and considered in upcoming reports	SDG 16.3
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	During the reporting period, no related incidents were identified.				SDG 16.3
<b>Environmental Management</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Commitment to Climate				

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	Operational Efficiency Environmental Metrics				SDG 8.4, 12.2
	301-2 Recycled input materials used	Operational Efficiency Environmental Metrics				SDG 8.4, 12.2, 12.5
	301-3 Reclaimed products and their packaging materials		Not Applicable	The Bank is primarily a service provider and does not produce any physical products of reclamation value.		SDG 8.4, 12.2, 12.5
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Operational Efficiency Environmental Metrics				SDG 7.2, 7.3, 8.4, 12.2, 13.1
	302-2 Energy consumption outside of the organization	Operational Efficiency Environmental Metrics				SDG 7.2, 7.3, 8.4, 12.2, 13.1
	302-3 Energy intensity	Operational Efficiency Environmental Metrics				SDG 7.3, 8.4, 12.2, 13.1
	302-4 Reduction of energy consumption	Operational Efficiency Environmental Metrics				SDG 7.3, 8.4, 12.2, 13.1
	302-5 Reductions in energy requirements of products and services		a, b, c, d	Not Applicable	ENBD Egypt does not sell products or services with applicable energy reduction requirements	SDG 7.3, 8.4, 12.2, 13.1
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource		a, b, c, d	Not Applicable	Due to the nature of its operations, ENBD Egypt does not have significant water discharge related impacts.	SDG 6.3, 6.4, 6.A, 6.B, 12.4
	303-2 Management of water discharge-related impacts		a	Not Applicable	Due to the nature of its operations, ENBD Egypt does not have significant water discharge related impacts.	SDG 6.3
	303-3 Water withdrawal	Water Management Environmental Metrics				SDG 6.4

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Water Management Environmental Metrics				SDG 3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	306-2 Management of significant waste-related impacts	Water Management Environmental Metrics				SDG 3.9, 6.3, 8.4, 11.6, 12.4, 12.5
	306-3 Waste generated	Water Management Environmental Metrics				SDG 3.9, 6.6, 11.6, 12.5, 12.4, 15.1
	306-4 Waste diverted from disposal	Water Management Environmental Metrics				SDG 3.9, 11.6, 12.4, 12.5
	306-5 Waste directed to disposal	Water Management Environmental Metrics				SDG 3.9, 6.6, 11.6, 12.4, 12.5, 15.1
<b>Climate Action</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Commitment to Climate				
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Carbon Footprint Environmental Metrics				SDG 3.9, 12.4, 13.1, 14.3, 15.2
	305-2 Energy indirect (Scope 2) GHG emissions	Carbon Footprint Environmental Metrics				SDG 3.9, 12.4, 13.1, 14.3, 15.2
	305-3 Other indirect (Scope 3) GHG emissions	Carbon Footprint Environmental Metrics				SDG 3.9, 12.4, 13.1, 14.3, 15.2
	305-4 GHG emissions intensity	Carbon Footprint Environmental Metrics				SDG 13.1, 14.3, 15.2
	305-5 Reduction of GHG emissions	Carbon Footprint Environmental Metrics				SDG 13.1, 14.3, 15.2

GRI Standard	Disclosure	Direct Response/ Section in this Report	Omissions			SDGs Mapping
			Requirement(s) Omitted	Reason	Explanation	
<b>Responsible Procurement</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Ethical Procurement				
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor		a,b,c	Information unavailable/incomplete	These requirements will be integrated into the Bank's data management system and considered in the future reporting cycle	SDG 8.8
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		a,b	Information unavailable/incomplete	These requirements will be integrated into the Bank's data management system and considered in the future reporting cycle	SDG 5.2, 8.7
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Ethical Procurement				
	308-2 Negative environmental impacts in the supply chain and actions taken		a,b,c,d,e	Information unavailable/incomplete	These requirements will be integrated into the Bank's data management system and considered in the future reporting cycle	
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Ethical Procurement				SDG 5.2, 8.8, 16.1
	414-2 Negative social impacts in the supply chain and actions taken		a,b,c,d,e	Information unavailable/incomplete	These requirements will be integrated into the Bank's data management system and considered in the future reporting cycle	SDG 5.2, 8.8, 16.1

## SASB Content Index

### SASB STANDARD – COMMERCIAL BANKS

Accounting Metric	Category	Unit of Measure	Code	Report Section(s) or Direct Response
<b>Data Security</b>				
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	Quantitative	Number, %	FN-CB-230a.1	Resilience and Security
Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	FN-CB-230a.2	Resilience and Security
<b>Financial Inclusion &amp; Capacity Building</b>				
(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	Quantitative	EGP	FN-CB-240a.1	Empowering Small and Medium-Sized Enterprises (SMEs)
(1) Number and (2) amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	Quantitative	EGP	FN-CB-240a.2	Empowering Small and Medium-Sized Enterprises (SMEs)
Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Quantitative	Number	FN-CB-240a.3	Finance for All
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Quantitative	Number	FN-CB-240a.4	Finance for All
<b>Incorporation of Environmental, Social, and Governance Factors in Credit Analysis</b>				
Commercial and industrial credit exposure, by industry	Quantitative	EGP	FN-CB-410a.1	Corporate Portfolio Performance
Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	Discussion and Analysis	n/a	FN-CB-410a.2	Sustainable Finance

## SASB STANDARD – COMMERCIAL BANKS

Accounting Metric	Category	Unit of Measure	Code	Report Section(s) or Direct Response
<b>Business Ethics</b>				
Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Quantitative	EGP	FN-CB-510a.1	None
Description of whistleblower policies and procedures	Discussion and Analysis	n/a	FN-CB-510a.2	Whistleblowing and Whistleblower Mechanism
<b>Systemic Risk Management</b>				
Global Systemically Important Bank (G-SIB) score, by category	Quantitative	Basis points (bps)	FN-CB-550a.1	Not Applicable
Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	Discussion and Analysis	n/a	FN-CB-550a.2	Risk Management
<b>Activity Metrics</b>				
(1) Number and (2) value of checking and savings accounts by segment: (a) personal and (b) small business	Quantitative	EGP	FN-CB-000.A	Banking with Purpose
(1) Number and (2) value of loans by segment: (a) personal, (b) small business, and (c) corporate	Quantitative	EGP	FN-CB-000.B	Banking with Purpose

## UNGC Content Index

Principle	Description	Report Section(s) or Direct Response
<b>Human Rights</b>		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Ethical Procurement
Principle 2	Businesses should make sure they are not complicit in human rights abuses.	Ethical Procurement
<b>Labour</b>		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Emirates NBD Egypt has no collective bargaining agreements
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour	Ethical Procurement
Principle 5	Businesses should uphold the effective abolition of child labor.	Ethical Procurement
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Our People, Our Strength A Safe and Healthy Workspace
<b>Environment</b>		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Operational Efficiency
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	Operational Efficiency
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Operational Efficiency
<b>Anti-corruption</b>		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Leading with Integrity

## TCFD Content Index

TCFD Recommendation	Report Section(s) (or direct answer)
<b>Governance</b>	
a. Describe the board's oversight of climate-related risks and opportunities.	Risk Management
b. Describe management's role in assessing and managing climate-related risks and opportunities.	Environmental and Social Risk Management
<b>Strategy</b>	
a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Risk Management
b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Risk Management
c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Risk Management
<b>Risk Management</b>	
a. Describe the organisation's processes for identifying and assessing climate-related risks.	Risk Management
b. Describe the organisation's processes for managing climate-related risks.	Risk Management
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Risk Management
<b>Metrics and Targets</b>	
a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Environmental and Social Risk Management Environmental Metrics
b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Commitment to Climate Environmental Metrics
c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Commitment to Climate Environmental Metrics

# CBE Reporting Guidelines

Principles of Sustainable Finance		Report Section(s)
Principle 1	Capacity-Building and Necessary Knowledge	Training and Development
Principle 2	Enhancing Sustainable Finance	Sustainable Finance
Principle 3	Involvement of the Stakeholders	Prioritizing What Matters: Materiality & Engagement
Principle 4	Managing Climate Change Risks	Environmental and Social Risk Management
Principle 5	Applying the Principles of Sustainability to the Bank's Internal Activities and Operations	Emirates NBD Egypt ESG Strategy
Principle 6	Reporting	About this Report

# Limited Assurance Statement

## Introduction and Objectives of the Engagement

Masader Environmental and Energy Services S.A.E (the 'Assurance Provider') has been engaged by the Emirates NBD Egypt (the 'Reporting Organization') to provide Moderate Assurance Type 1 (the 'Assurance') regarding adherence to the AA1000AS v3 (2020) over the ENBDEGYPT's 2025 Sustainability Report (the 'Report').

## Scope, Subject Matter and Limitations

The subject matter of the Report is the Reporting Organization ESG performance data and information for the year ended 31 December 2025. The scope of assurance is limited to a review of the Selected Information listed below:

- ENBDEGYPT's ESG Management
- Stakeholder Engagement
- Materiality Assessment

### The assurance process was subject to the following limitations and exclusions.

- Verifying the data or information provided by ENBD EGYPT stated in the Introduction section, and ENBD Egypt's Chairman's Message.
- Appropriateness of definitions and any internal reporting criteria adopted by ENBDEGYPT for its disclosures.
- Appropriateness of any new commitments and objectives established and communicated by ENBD Egypt.
- Content of external websites or documents linked from the Report and ENBDEGYPT.

### We have not been engaged to:

- Verify any statement indicating the intention, opinion, belief and/or aspiration of ENBD EGYPT.
- Determining which, if any, recommendations should be implemented.

## Intended Users

The intended users of this assurance engagement are the Reporting Organization and its stakeholders, including but not limited to customers, employees, investors, government, and regulators.

## Reporting Criteria

The selected information has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, and the Sustainability Accounting Standards Board (SASB) Standards, in addition to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, and the UN Global Compact (UNGC) Principles.

## Responsibilities of the Reporting Organization

The provision of the Selected Information in the Report is the sole responsibility of the Management of ENBD Egypt. The Reporting Organization is responsible for preparing the Report in line with the reporting criteria and in accordance with the GRI 2021 Universal Standards.

## Responsibilities of the Assurance Provider

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. Our responsibilities were to:

- Provide Moderate Level (Type 1) assurance as per AA1000AS v3 over the accuracy, reliability and objectivity of the information contained within the Report;
- Form an independent conclusion based on the procedures performed and evidence obtained.



## Methodology

To form our conclusion, we undertook the following procedures:

- Interviewed management and other persons responsible for the Reporting Organization's ESG performance to assess the application of the GRI 2021 Universal Standards in the preparation of the Report;
- Analyzed and assessed the key structures, processes, procedures and controls relating to the preparation of the Report;
- Evaluated whether the management approach for the material topics presented in the Report is consistent with the overall sustainability management and performance at ENBD Egypt;
- Assessed the completeness and accuracy of the GRI, SASB, TCFD, and UNGC content indexes concerning the disclosures and their omissions;
- Interviewed management and data owners regarding the process of identification, data collection, consolidation and reporting for the selected KPIs;
- Reviewed and evaluated ENBD EGYPT's GHG Metrics;
- Reviewed the selected KPIs to ENBD Egypt's internal calculations and supporting documentation;
- Compared the content of the Report against the findings of the outlined procedures.

## Statement of Independence and Impartiality

The Assurance Provider and the Reporting Organization are not engaged in relationships that would be perceived to affect its ability to provide an independent and impartial statement.

## Statement of Competence

- Masader Environmental and Energy Services S.A.E is an AA1000AS v3- Licensed Assurance Provider as per the license agreement (ID: 000-882) with Accountability AA1000 CIC.
- The assurance team has extensive experience in the assurance of ESG data, systems, and procedures.

## Recommendations

Based on the conducted assurance engagement, it is recommended that the Reporting Organization can implement the following measures to enhance future reporting:

- Ensure clear alignment between reported metrics and the long-term ESG goals and targets, including progress made during the reporting period;
- Ensure consistent and complete disclosure of stakeholder engagements conducted for the purpose of the report prepared in case such actions have been undertaken.



## Conclusion

Our conclusion has been formed based on and is subject to the matters outlined in this Report. We believe our evidence is sufficient and appropriate to provide a basis for our conclusions. The conclusion on applying the AA1000 Assurance Principles (2018) is presented below.

### Inclusivity

The Reporting Organization has provided evidence of the inclusivity regarding its stakeholder relations, including understanding and representation of stakeholder interests in the Report.

### Materiality

The Reporting Organization has described its material topics and the materiality assessment process. Based on the conducted engagement, we believe the material topics accurately reflect the Reporting Organization's ESG impacts and disclosures. The disclosures presented in the Report have been organized to present performance on each material topic. The Report would benefit from a more straightforward representation of the connection between the Reporting Organization's targets and reported disclosures.

### Responsiveness

The obtained evidence has been sufficient to conclude that the Reporting Organization is responsive to the issues raised by its stakeholder groups by collecting regular feedback via tailored communication channels and appropriate procedures to handle grievances, feedback, and other types of stakeholder inputs.

### Impact

The Reporting Organization has provided evidence of the applied procedures and systems to monitor and measure its impacts on the environment and actions to ensure accountability for those impacts.

Based on the procedures performed and the evidence obtained, as described above, nothing has come to our attention that causes us to believe that the Selected Information of the Report of ENBD EGYPT for the year ended 31 December 2025 has not been prepared, in all material respects, in accordance with the standards, frameworks, and principles indicated in the 'Reporting Criteria' section above.

In accordance with the terms of our engagement, this independent assurance statement on the Selected Information has been prepared for ENBD EGYPT concerning reporting to the Reporting Organization's stakeholders and for no other purpose or in any other context.

**For and on behalf of Masader Environmental and Energy Services S.A.E**

**Dr. Abdelhamid Beshara,**  
Founder and Chief Executive Officer



**Masader, Environmental and Energy Services (S.A.E)**  
Cairo, March, 2026



TRAINING PARTNER



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Licensed Assurance Provider  
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