



20
25

GRI Report
Sustaining a
Lasting Impact



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About This Report

This is NBK - Egypt's third Sustainability Report, reaffirming the Bank's ongoing commitment to transparency and responsible growth. Throughout the report, the terms "NBK - Egypt" and "the Bank" refer to the National Bank of Kuwait - Egypt. As the third in a series of annual sustainability reports, this Report outlines how the Bank translates its environmental, social, and governance (ESG) strategy into action through its approach, performance, and practices throughout the reporting year.

Reporting Period

This Report covers the reporting period from January 1st to December 31st, 2025. While the primary focus is on activities and operations in NBK - Egypt during this period, relevant information from outside these dates may be included to provide additional context and clarity. Such instances will be clearly indicated.

Referenced Reporting Frameworks

The Report is developed in alignment with the following standards and frameworks: the Global Reporting Initiative (GRI) 2021, the Sustainability Accounting Standards Board (SASB), the Central Bank of Egypt's Guiding Principles and Regulatory Frameworks for Sustainability and Sustainable Finance (November 2022), and Egypt Vision 2030.

Mistakes and Typographical Errors

If any material or typographical errors are identified after the Report has been published, they will be corrected and the revised version will be uploaded directly on the Bank's website. In line with our ecological commitment, the Report is provided exclusively as a downloadable PDF on the Bank's website.

For Further Information

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Message From Our Chairwoman

With immense fulfillment I present to our various shareholders and partners our 2025 Sustainability Report as another milestone towards NBK - Egypt's successes. As the Bank makes the publishing of its Sustainability Report a reoccurring tradition, it proves once again its ability to forge ahead of previous accomplishments and establish new levels of rooting ESG principle deeper into the organization's core.

Throughout 2025, the Bank has been dedicated to bolstering its existing foundation of sustainability related operations and activities, determining that its comfort in ESG execution capacity allows for further growth and expansion. Utilizing NBK Group's ESG Strategy as its compass, and the Central Bank of Egypt's Guiding Principles for Sustainable Finance as its map, the Bank remained steadfast on transforming all aspects of its business conduct from concept to delivery to become expansively generative, increasingly resilient, and more incisive as to support the Group's transformation.

Recognizing that the surrounding regulatory environment facilitates the Bank's continual desire for sustainable business growth, NBK - Egypt follows the same acute level of dedication it gives to its internal objectives as it does to commitments to regional and global mandates. The Bank monitors relevant updates with sustainability agendas including Egypt's Vision 2030, the National Climate Change Strategy 2050, and the United Nations Sustainable Development Goals (UN SDGs). Aligning its performance with these standards, NBK - Egypt continues to be a trusted and responsible bank actively engaged in the surrounding transition towards a sustainable economy.

While the Bank's ESG journey is still ongoing, it stands firm in championing this revolutionary expedition. Constantly raising the bar, it turns today's achievements in environmental and social responsibility into tomorrow's baseline. Amongst other accomplishments in 2025, the Bank set a new record in lowering total carbon emissions, fortified ESG risk management capabilities throughout its departments, and increased financial engagements in environmental projects compared to the previous year. With every milestone reached, the Bank reestablishes it as the starting line for the next ambitious goal that echoes NBK Group's pledge for sustainable development and a lower carbon economy.

On behalf of the Board of Directors, I would like to share our sincere gratitude to the efforts of the Executive Management, our staff, customers, and partners as we continue perfecting our sustainable business model in Egypt. The journey of a more environmentally and socially conscious future may be a long one, but NBK - Egypt stays resilient and optimistic for the path ahead. Together for the vision of a more equitable, responsible, and sustainable world, NBK - Egypt looks forward to seizing new horizons in years to come.

Shaikha K. Al-Bahar

NBK - Egypt Chairwoman
Deputy Group Chief Executive Officer



Message From Our CEO

The release of the 2025 Sustainability Report commemorates NBK - Egypt's third consecutive year in aligning with GRI reporting standards, attesting the Bank's continuous improvement approach towards sustainable performance. For NBK - Egypt, excellence in sustainability-related operations has been designed by its discipline in delivering consistency over the length and breadth of the organization. Proving itself through persistent routine of holistic ESG conduct while preserving the unpredictability of the external environment, is what has shaped the successes of the Bank's 2025 reporting year.

During 2025, the Bank continued building upon its existing strengths and expanding on opportunities that increased the Bank's impact potential. In doing so, the Bank has persistently enriched its existing capabilities and proved its ability in keeping the Group's ESG strategy intertwined throughout its scope and methodology with milestone new achievements.

The Bank recognizes that a prosperous future for all is unattainable without a unified effort across all sectors of society. By actively engaging and collaborating with its diverse stakeholders, the Bank ensured that symbiotic sustainable development remains an open dialogue that is both inclusive and collective. The Bank continually altered its operations in relation to evolving international and local standards reaffirming its contribution directly to national development while mirroring the macro-level progress occurring globally across social, economic, and environmental fields.

Advancing on its ESG principles was not just considered an obligation; it has now become the way in which NBK - Egypt's staff communicate and do business. Reaching such a pivotal moment in the Bank's transformation cannot be celebrated without the deepest appreciation to NBK - Egypt's staff and Executive Management. Merging their diverse expertise, skillset and unmatched ambition, they brought the Bank's ESG roadmap to life while achieving milestones beyond what was planned. The results conveyed in this report reflect their contribution to NBK Group's core values and long-term progress in our ESG maturity level.

At NBK - Egypt, consistency has been the key to our continued ESG success. With that in mind, NBK - Egypt works every day in the interest of its clients, shareholders and partners, persistently confident in carrying out operational excellence in the evolving market landscape while unwaveringly paving a way for responsible transition to a better world.

Yasser El-Tayeb

Vice Chairman
Managing Director and Chief Executive Officer



2025 ESG Highlights

Pillar 1: Governance for Resilience



Automation of Sustainable Finance Reporting

- Appointment of three new board members strengthening objective oversight and enhancing the bank's corporate governance.
- Automation of sustainable finance reporting through the bank's central MIS system, improving accuracy and timeliness.
- Update of Whistleblowing Policy with ESG elements ensuring that employees can report misconduct safely, confidently, and without fear of retaliation. Policy was updated as well in alignment with CBE Corporate Governance & IC Instructions.
- Finalization of the "Building Management Policy" as a new policy in the bank to set governance and procedures for a more sustainable maintenance strategy.



Finalization of the "Building Management Policy"

- Joining Chapter Zero Egypt for Advancing Sustainable Business Practices and Accelerating Climate Action.
- ISO certification 9001 under Human Resources renewed for another three years conveying commitment to high standards and continuous improvement in our practices.



ISO Certification 9001 Under Human Resources Renewed

2025 ESG Highlights

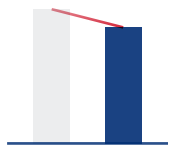
Pillar 2: Responsible Banking



EGP
3.11 Billion
Social Projects



EGP
215 Million
Environmental Projects



7% Reduction in
Energy Consumption



Launch of
**Electric
Vehicle Loan**



Full implementation of
**ESG-related Principles in Vendor
Sourcing and Supply Chain**

- Under Sustainable Finance, NBK - Egypt funded 3.11 EGP Billion Social projects and 215 EGP Million Environmental projects in 2025.
- The ESG & Climate Risk Department conducted an assessment for more than 1,800 credit proposals, demonstrating a strong Environmental and Social Risk Management System (ESRMS).
- Under Consumer Banking, launch of Electric Vehicle Loan and selling 44 vehicles.
- Finalization of NBK - Egypt Green Facility Product under Corporate loans to begin as of 2026 financing green projects with loan amount up to 80% of the investment cost with competitive interest rate.
- Signing MOU with EConsult for Green buildings architectural design to increase opportunities for funding green projects.
- Continuation of embedding of the "Climate Edge" tool to measure NBK - Egypt carbon emissions, resulting in a 4.2% reduction in Scope 1&2 emissions (measured in equivalent tonnes of CO₂) in 2025 compared to 2024.
- NBK - Egypt has demonstrated consistent progress in reducing its environmental footprint, achieving a total emissions reduction of 10.85% since the 2022 baseline.
- Full implementation of ESG-related principles in vendor sourcing and supply chain management process under updated Responsible Procurement Policy.
- Improved internal operational performance:
 - Installed motion sensors and upgraded HVAC systems across branches.
 - Achieved 7% reduction in energy consumption.

2025 ESG Highlights

Pillar 3: Capitalizing on Our Capabilities

- End-to-end digital transformation of secured lending products (loans and credit cards), with full integration into Core Banking systems and Credit Bureau services, reducing processing time and improving efficiency.
- Implementation of two-way SMS services, enabling card activation (debit and credit), as well as facilitating easy payment plans and cash installment options from credit card limits through automated process.
- Rollout of Instant Payment Network (IPN) services across the bank's digital channels, enabling faster and more seamless fund transfers.
- Delivered 708 ESG-related training hours/sessions, covering climate risk, IFRS sustainability disclosures, CBAM, green products, and transition planning.
- Strengthening inclusive service capabilities through training of frontline staff on engaging People with Disabilities (PWD) and advancing financial inclusion.
- Advanced diversity and inclusion internally with increase of female workforce representation by 8%
- Continued investment in staff engagement and employee branding (e.g., Youth Day initiative, NBK Digital Era)
- In our continued efforts to make NBK a better and inclusive workplace at NBK - Egypt, Mentorship Program was launched with 70 mentees and 30 mentors.
- Launch of NBK Employee Club with various staff activities and discounted rates.



End-to-end Digital Transformation

of Secured Lending Products (Loans & Credit Cards)



708
ESG-related
Training Hours
Sessions



**Female Workforce
Increased by
8%**



**Rollout of
Instant Payment
Network (IPN) services**

2025 ESG Highlights

Pillar 4: Investing in Our Communities

- Integration of ESG and CBAM-related questions in the corporate KYC form.
- Under the Youth in Business Program with EBRD, NBK - Egypt fully utilized USD10 million in support of Egypt's Young Entrepreneurs.
- Under Financial inclusion, women accounts increased by 15% in 2025 than 2024 and PWD accounts increased by 15%.
- Youth segment growth increased by 6.48%.
- In 2025 PWD Accounts Increased by 15%
- Maintained strong commitment to customer trust through robust data privacy and cybersecurity practices aligned with international standards.
- Sustaining Community Investments projects and CSR partnerships focusing on Environmental Care (35% of total donations), Health Care: (24%), Social Inclusion: (24%) as well as Education and Generating Employment: (16%).



Youth Segment Growth increased by **6.48%**



Integration of ESG and CBAM-related into Corporate KYC Forms



Full Utilization of **10** USD Million in Support of Egypt's Young Entrepreneurs



About NBK

- NBK Group
- NBK - Egypt
- Financial Performance 2025

A tall, slender skyscraper with a distinctive, pointed top, illuminated by warm, golden light, likely during sunset or sunrise. The building's facade is composed of vertical panels that create a textured, ribbed appearance. The sky is a clear, pale blue.

NBK Group

Established in the heart of Kuwait City in 1952, the National Bank of Kuwait SAKP is a cornerstone of the nation's financial landscape. As the first shareholding company in Kuwait and the Gulf Cooperation Council, NBK has been a steadfast pioneer, establishing itself as the country's longest serving local bank.

NBK has retained its core shareholder base since its inception. Its shares have been listed on the Kuwait Stock Exchange since 1984, with the Public Institution for Social Security as the only shareholder, owning 6.19% of the share capital as of December 31, 2025. NBK's market capitalization as of December 31, 2025, was KWD 8.87 (USD 28.8) billion.

With over 70 years of steadfast service, NBK has evolved into Kuwait's pre-eminent financial institution, wielding its influence beyond national borders to captivate regional and global markets. Through a successful digital transformation journey, NBK has seamlessly blended tradition with innovation, earning acclaim and trust among stakeholders.

Today, the Bank operates a network of 141 branches, subsidiaries, and representative offices in 13 countries spanning 4 continents. The Bank operates in Kuwait, Bahrain, Saudi Arabia, the UAE, Lebanon, Iraq, Egypt, the United Kingdom, France, Switzerland, Singapore, China, and the United States, supporting customers across key regional and international financial centers. Further, it's renowned for its seasoned and stable management, NBK pursues a clear strategy of strengthening its core business while expanding into new segments and markets.

NBK - Egypt

NBK has been operating in Egypt since 2007. It started its presence by acquiring Al-Watany Bank of Egypt (AWB), gaining valuable access to one of the region's most dynamic banking sectors amidst a highly competitive landscape. At the time of the acquisition, AWB operated 24 branches across Egypt.

By 2025, through a targeted expansion strategy in such key regions as Cairo, Giza, Alexandria, Mansoura, Damietta, Port Said, Hurghada, Tanta, Menya, Assiut, and Sohag, the branch network had steadily grown and maintained a consistent total of 53 branches. Over the past years, the Bank has implemented a structured plan to progressively upgrade and modernize branches with outdated layouts, aiming to align their look and feel with NBK's standards and guidelines. As a continuation of this plan, eight branches were successfully renovated during 2025.

Moreover, the number of ATMs across the country reached 225, providing more convenient access to banking services.

Main Segments

**Consumer
Banking**

**Corporate
Banking**

**Islamic
Banking**

**NBK
Financial
Investment**

SMEs

Treasury



Financial Performance 2025



In 2025, NBK - Egypt delivered a strong financial performance, with net profits reaching EGP 8.1 billion, reflecting an increase of 11% from EGP 7.3 billion in 2024.

Net operating income reached EGP 16 billion in 2025, up from EGP 13.5 billion in 2024, an increase of 18.4%. Net interest income rose by 18.5%, from EGP 11.6 billion to EGP 13.7 billion. Non-interest income increased by 18%, from EGP 1.9 billion to EGP 2.3 billion.

Operational efficiency deteriorated, as shown by the cost-to-net operating income ratio rising from 21.2% in 2024 to 25.4% in 2025.

The Bank's total assets expanded by 14.7%, reaching EGP 225 billion compared to EGP 196 billion in 2024. Total loans and credit facilities grew by 18% to EGP 123 billion, while customer deposits surged by 12.7%, rising from EGP 160 billion to EGP 180 billion.

Although declining compared to 2024, key profitability ratios showed strong resilience considering increased cost pressure. Return on average assets recorded 3.8% in 2025 vs 4.5% in 2024, while return on average equity recorded 30.7% in 2025 vs. 38.9% in 2024.

	2024	2025
Net Profit	EGP 7.3 billion	EGP 8.1 billion
Net Operating Income	EGP 13.5 billion	EGP 16 billion
Total Assets	EGP 196 billion	EGP 225 billion
Total Loans & Credit Facilities	EGP 104 billion	EGP 123 billion
Customer Deposits	EGP 160 billion	EGP 180 billion
Return on Average Assets	4.50%	3.80%
Return on Average Equity	38.90%	30.70%

For comprehensive insights into NBK - Egypt's financial and business performance, refer to NBK - Egypt's 2025 financial statements: [NBK - Egypt's Financial Statements](#)

ESG at NBK

- ESG Strategy
- Stakeholder Engagement and Materiality Assessment



ESG Strategy

Vision

The trusted Bank of choice, building on the Bank's core values, people, and expertise

Mission

To deliver world-class products and the highest service quality to the Bank's customers. To attract, develop, and retain the best banking talent in the region. To support the communities in which we operate. To adhere to the Bank's core values of passion, integrity, conservatism, and knowledge

Values

Passion, Integrity, Conservatism, Knowledge

Our Pillars

Pillar 1: Governance for Resilience

Our Ambition

To commit to the highest standards of governance by embedding ESG across the Group

Our Approach

NBK - Egypt is dedicated to aligning its governance structure and practices with the CBE guidelines ensuring transparency, accountability, and responsible decision-making. To drive sustainable success, NBK - Egypt focuses on consistent revenue growth while strategically integrating ESG considerations, ensuring that financial performance aligns with responsible and sustainable business practices. Additionally, the Bank proactively identifies, assesses, and mitigates ESG-related risks through its Environmental and Social Risk Management framework.

Our Material Topics

- Risk Management
- Governance, Ethics, and Compliance
- Financial and Operational Resilience

UNSDGs



Egypt Vision



Pillar 2: Responsible Banking

Our Ambition

To support the transition to a sustainable economy and become a role model in the Bank's transformation

Our Approach

NBK - Egypt drives impactful growth by aiming to offer a diverse range of sustainable finance products tailored to meet the needs of all customer segments. The Bank's sustainability efforts extend beyond financial offerings, focusing on minimizing its environmental footprint through reduced GHG emissions, enhanced energy efficiency, water conservation, and waste reduction. Additionally, the Bank prioritizes responsible procurement practices, sourcing materials and services from suppliers who share the Bank's commitment to ethical and sustainable standards, ensuring that the entire supply chain reflects the Bank's ESG values.

Our Material Topics

- Sustainable Finance
- Environmental Impact
- Responsible Procurement
- Emissions and Decarbonization

UNSDGs



Egypt Vision



Our Pillars

Pillar 3: Capitalizing on our Capabilities

Our Ambition

To drive sustainable business growth achieved through organizational resilience

Our Approach

NBK - Egypt is committed to establishing a workplace that values diversity and fosters inclusion, creating a vibrant, respectful, and innovative environment. It focuses on promoting the empowerment of women and youth, ensuring an inclusive and supportive culture where every individual thrives.

The Bank's approach to talent management emphasizes attracting, developing, and retaining top-tier professionals to drive success. The Bank also prioritizes enhancing employees' knowledge and skills in ESG standards, aligning with industry best practices to meet the growing demand for responsible and sustainable business operations.

To further support staff, the Bank proactively enhances employee well-being through comprehensive wellness programs. By leveraging technology-driven innovation, the Bank aims to enhance operational efficiency, improve customer experience, strengthen security, and elevate ESG data tracking and management, aligning with the Bank's strategic direction. Through these efforts, a sustainable, inclusive, and empowering work environment can be fostered to better support the Bank's long-term goals.

Our Material Topics

- Employee Empowerment and Well-being
- Diversity and Inclusion
- Digital Transformation

UNSDGs



Egypt Vision



Pillar 4: Investing in our Communities

Our Ambition

To deliver a positive impact on the communities we serve

Our Approach

NBK - Egypt is dedicated to enhancing engagement with the Bank's customers and the broader community on ESG matters, underlining the Bank's dedication to responsible banking practices. By prioritizing strong data privacy and security measures, the Bank ensures that it protects customer information while maintaining full compliance with regulatory standards.

The Bank's efforts to advance financial inclusion focus on increasing financial literacy and providing accessible services, particularly for underserved groups, such as women, Micro, Small and Medium Enterprises (MSMEs), and young individuals. In line with regulatory directives, the Bank strives to improve financial accessibility, fostering economic participation across diverse segments.

Additionally, the Bank's CSR initiatives are strategically aligned with its ESG goals, driving meaningful social and environmental impacts while supporting the achievement of the relevant UN SDGs. Through these initiatives, the Bank seeks to promote sustainable, inclusive growth, empower communities, and contribute to long-term prosperity.

Our Material Topics

- Financial Inclusion
- Privacy and Data Security
- Customer Experience and Quality Excellence
- CSR and Community Support

UNSDGs



Egypt Vision



Stakeholder Engagement and Materiality Assessment

NBK - Egypt aims to create long-term value by deeply understanding the evolving expectations of the Bank's key stakeholders and the ESG factors shaping the future of the financial sector. As part of the Bank's continued sustainability journey, and in alignment with the Group, the Bank constantly aims to prioritize stakeholder engagement and materiality assessments as fundamental pillars of its responsible banking approach.

Engaging our Stakeholders

In 2025, NBK - Egypt further advanced its stakeholder engagement practices by enhancing direct engagement with key stakeholder groups and expanding their level of participation. This was achieved through structured surveys incorporating tailored questions designed to reflect each stakeholder group's specific priorities and perspectives on relevant material ESG topics.

Our stakeholder engagement focused on Shareholders, Executive Management, Suppliers, Community Partners and Non-Governmental Organizations (NGOs), and External Auditor.

This evolution strengthened relationships, improved the quality and depth of stakeholder contributions, and enabled the Bank to better capture expectations, resulting in more informed decision-making and stronger alignment with stakeholder priorities.

NBK - Egypt plans to further enhance engagement with employees and customers in the coming years, building on the outcomes from the feedback channels with employees and customers in the coming years.

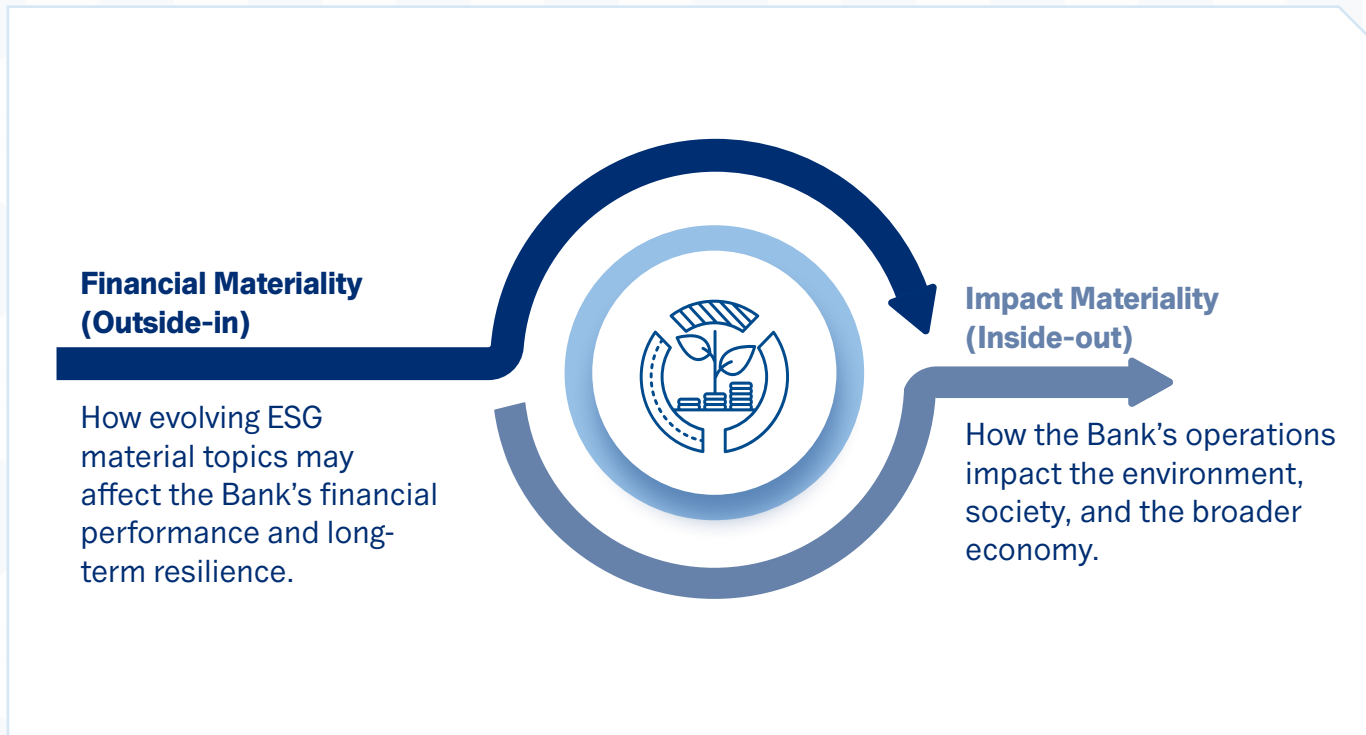


Group	Stakeholder	Material Topics	Engagement Channels	Engagement Frequency
Shareholder	External	<ul style="list-style-type: none"> • Risk Management • Governance, Ethics, and Compliance • Financial and Operational Resilience • Privacy and Data Security • Sustainable Finance • Environmental Impact • Emissions and Decarbonization 	<ul style="list-style-type: none"> • Monthly, Quarterly, and Annual Reports • Public Disclosures • Annual General Meeting • Board Meetings 	<ul style="list-style-type: none"> • Ongoing (ad-hoc) • Monthly • Quarterly • Annually
Governmental and Regulatory Authorities	External	<ul style="list-style-type: none"> • Risk Management • Governance, Ethics, and Compliance • Financial and Operational Resilience • Privacy and Data Security • Digital Transformation • Sustainable Finance • Environmental Impact • Financial Inclusion • Emissions and Decarbonization • CSR and Community Support 	<ul style="list-style-type: none"> • Public Statements • Periodic Emails and Direct Communications • Regulatory Reports • Meetings and Seminars 	<ul style="list-style-type: none"> • Ongoing (ad-hoc)
Customers	External	<ul style="list-style-type: none"> • Governance, Ethics, and Compliance • Financial and Operational Resilience • Privacy and Data Security • Digital Transformation • Customer Experience and Quality Excellence • Sustainable Finance • Financial Inclusion 	<ul style="list-style-type: none"> • Branches • Call Center • Marketing and Digital Campaigns • Mobile Banking • Website and Social Media • Customer Satisfaction Surveys • Complaints Management 	<ul style="list-style-type: none"> • Ongoing (ad-hoc)
Suppliers	External	<ul style="list-style-type: none"> • Governance, Ethics, and Compliance • Financial and Operational Resilience • Environmental Impact • Emissions and Decarbonization • Responsible Procurement 	<ul style="list-style-type: none"> • Direct Communications • Meetings • Letters, Contracts, and Documentation • Request for Proposals (RFP) • Policies 	<ul style="list-style-type: none"> • Ongoing (ad-hoc)

Group	Stakeholder	Material Topics	Engagement Channels	Engagement Frequency
Community Partners and Non-governmental Organizations (NGOs)	External	<ul style="list-style-type: none"> Financial Inclusion Diversity and Inclusion CSR and Community Support 	<ul style="list-style-type: none"> Social Media Events and Initiatives CSR Activities Regulatory Reports Annual Reports Meetings Trainings 	<ul style="list-style-type: none"> Ongoing (ad-hoc) Quarterly Annually
External Auditors	External	<ul style="list-style-type: none"> Risk Management Governance, Ethics, and Compliance Financial and Operational Resilience Privacy and Data Security Customer Experience and Quality Excellence Sustainable Finance Environmental Impact Emissions and Decarbonization Responsible Procurement 	<ul style="list-style-type: none"> Audit Committee Meetings Annual Reports Quarterly Reports Management Letters 	<ul style="list-style-type: none"> Ongoing (ad-hoc) Quarterly Annually
Employees	Internal	<ul style="list-style-type: none"> Governance, Ethics, and Compliance Privacy and Data Security Environmental Impact Emissions and Decarbonization Employee Empowerment and Well-being Diversity and Inclusion 	<ul style="list-style-type: none"> Employee Engagement Surveys HR Platforms and Communications Letters, Contracts, and Documentation Training 	<ul style="list-style-type: none"> Ongoing (ad-hoc) Semi-annually Annually
Executive Management	Internal	<ul style="list-style-type: none"> Governance, Ethics, and Compliance Financial and Operational Resilience Privacy and Data Security Digital Transformation Customer Experience and Quality Excellence Sustainable Finance Environmental Impact Financial Inclusion Employee Empowerment and Well-being Emissions and Decarbonization Diversity and Inclusion 	<ul style="list-style-type: none"> Executive Committee Meetings Committee Resolutions 	<ul style="list-style-type: none"> Ongoing (ad-hoc) Monthly

Materiality Assessment

NBK - Egypt acknowledges the strategic importance of conducting a double materiality assessment, which enables the Bank to evaluate both:



This approach ensures a holistic view of sustainability-related risks and opportunities and forms the foundation of NBK - Egypt's ESG integration. The assessment is based on the GRI 3: Material Topics 2021 Standard and is fully aligned with the Bank's ESG Strategy, Egypt Vision 2030, the Central Bank of Egypt's Six Guiding Principles for Sustainable Finance, and the Bank's overarching business objectives.

The materiality assessment process enables NBK - Egypt to:

- Identify ESG issues that significantly influence the Bank's operations, performance, and strategic direction.
- Understand stakeholder expectations, risks, opportunities, and sustainability priorities.
- Inform and shape the Bank's strategy to ensure it effectively addresses the most relevant ESG priorities.

2025 Material Topics Ranking Updates

Due to the stakeholder engagement process conducted in 2025, the ranking of material topics has been updated, with several notable changes reflecting evolving stakeholder priorities and the Bank's ongoing strategic and operational progress.

Most topics experienced minor shifts in their relative positioning, which is a normal outcome of the periodic materiality review process as stakeholder expectations evolve and interdependencies between topics are reassessed.

The most significant update is observed in **Emissions & Decarbonization**, which has been rated from medium-high to high-high. This shift was driven by stakeholder feedback collected during the engagement process, where the topic was consistently identified as a higher priority, as well as the Bank's continued progress in reducing its emissions, which further supports the revised assessment.

Other ESG-related environmental and social themes, including Sustainable Finance, Environmental Impact, Financial Inclusion, Employee Empowerment & Well-being, Diversity & Inclusion, CSR and Community Support, and Responsible Procurement, remain at the same prioritization ranking, suggesting that while strong internal initiatives exist, their perceived strategic materiality is advancing steadily overtime.



Material Topics

NBK – Egypt prioritizes its material topics based on their significance to stakeholders and their actual or potential economic, environmental, and social impact. Each material topic's relevance and importance are evaluated in alignment with sustainability objectives and impact-driven goals.

NBK - Egypt's list of material topics consists of the following topics:

Environmental Topics (4)

Sustainable Finance

Environmental Impact

Responsible Procurement

Emissions and Decarbonization

Social Topics (7)

Financial Inclusion

Digital Transformation

Privacy and Data Security

Customer Experience and Quality Excellence

Employee Empowerment and Well-being

Diversity and Inclusion

CSR and Community Support

Governance Topics (3)

Risk Management

Governance, Ethics, and Compliance

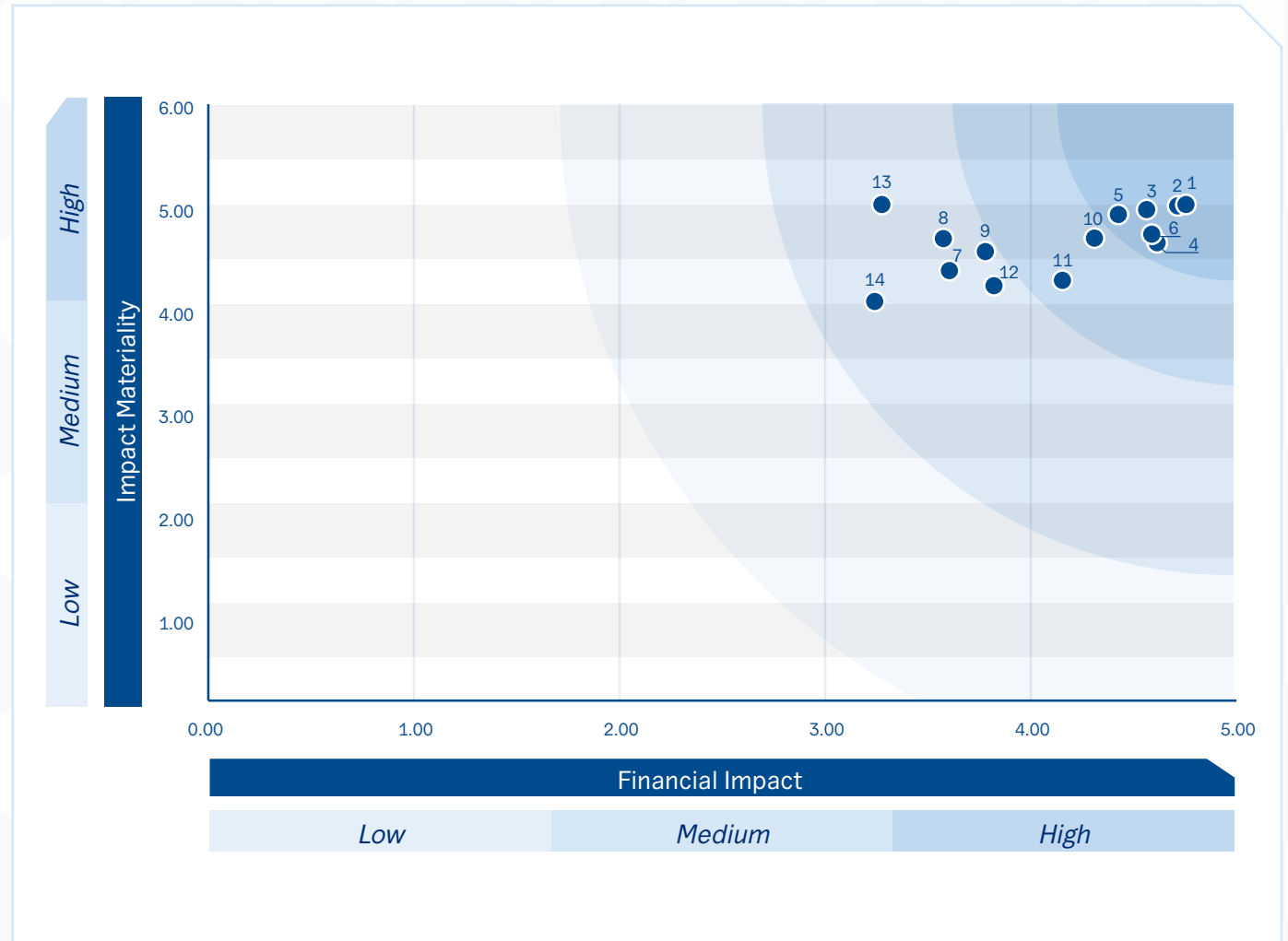
Financial and Operational Resilience

Material Topics	Rank	Materiality Rating of 2025
Risk Management	1	High-High
Governance, Ethical Standards and Compliance	2	High-High
Financial & Operational Resilience	3	High-High
Digital Transformation	4	High-High
Privacy and Data Security	5	High-High
Emissions & Decarbonization	6	High-High
Sustainable Finance	7	Medium-High
Environmental Impact	8	Medium-High
Customer Experience and Quality Excellence	9	Medium-High
Financial Inclusion	10	Medium-High
Employee Empowerment & Well Being	11	Medium-High
Diversity & inclusion	12	Medium-Medium
CSR and Community Support	13	Medium-Medium
Responsible Procurement	14	Medium-Medium

Materiality Matrix

The outcomes of the materiality assessment, informed by stakeholder engagement and validated by NBK - Egypt's management, reflect the Bank's understanding of the importance of each topic to the economy, society, and the environment. The Bank's approach to managing these topics is outlined throughout the report.

NBK - Egypt's Materiality Matrix



Pillar 1: Governance for Resilience

- Governance, Ethics, and Compliance
- Risk Management
- Financial and Operational Resilience



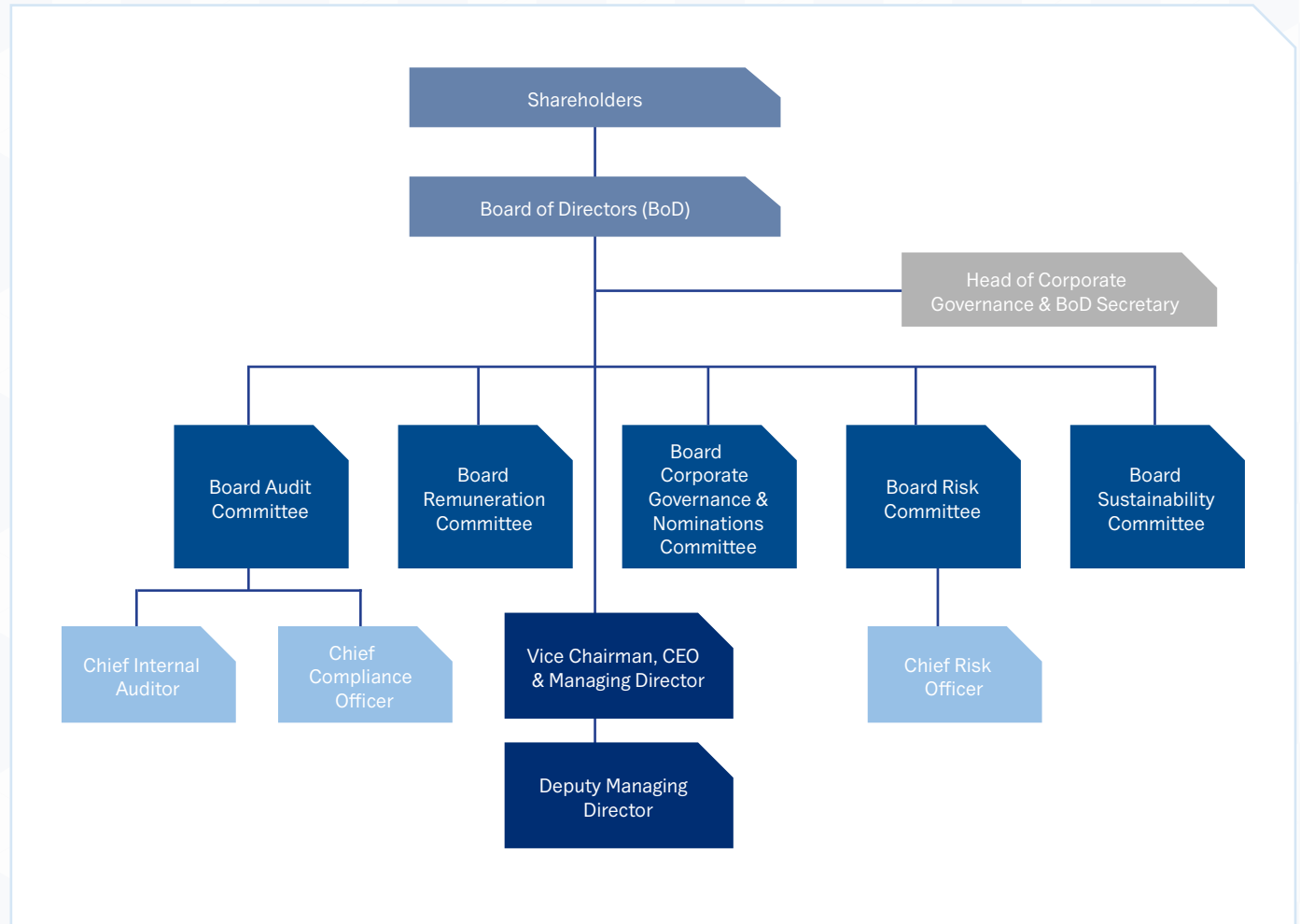
Governance, Ethics, and Compliance

At NBK - Egypt, our business operations are governed by a wide array of policies and procedures that reflect the Bank's core standards and values. The Bank's driving principles are articulated in its Code of Conduct, related parties' transactions, confidentiality, conflict of interest, whistleblowing, disclosure, and transparency initiatives. Following tailored regulatory guidelines, all policies are reviewed every 3 years or as deemed necessary. NBK's Code of Conduct guides ethical and professional behaviour for employees and suppliers. It is reviewed annually and updated as needed. Non-compliance may lead to disciplinary action, regulatory penalties, or legal consequences.

Corporate Governance at NBK - Egypt

The Corporate Governance Framework outlines a consistent approach to meeting the highest standards set by regulatory authorities. It is developed and approved by the Board and reviewed / updated periodically to reflect emerging trends relevant to the Bank's business and strategy.

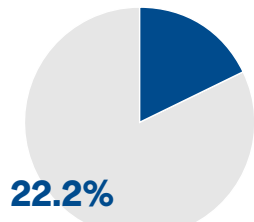
NBK - Egypt Structure



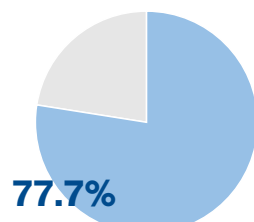
Board of Directors

NBK - Egypt is governed by a robust BoD composed of 9 members with solid and diverse expertise in banking, legal, treasury, compliance, audit, telecom, digitization, and insurance, in line with CBE Instructions regarding Banks' Corporate Governance & Internal Control issued in Sept. 2024.

The Board composition displays a high level of independence, with the majority being Non-Executive Board Members, in addition to proper female representation (2 female members). No board members are currently serving as CEOs in other companies to avoid biased contributions to the Bank's decision-making and strategic management. In line with CBE instructions, the Board composition is reviewed every three years, with new composition of the Board of Directors for a new 3-year term (2025-2028). Membership does not exceed two consecutive terms or a maximum of six years, unless there is specific justification for such extension. Whereas the new composition of the Board is required to be approved by the General Assembly conditioned by CBE approval.



Female Members on the BoD



Non-Executive Members on the BoD

Board Role

The Board of Directors is primarily responsible for:

- Setting the Bank's strategic objectives (including its main objectives and the means for achieving them).
- Supervising the performance of senior management to ensure the achievement of these objectives.
- Ensuring that the Bank's management operates in accordance with a prudent strategy and a clear risk policy that guarantees compliance with all regulatory requirements.
- Ensuring the effectiveness of the Bank's internal control system to guarantee the Bank's stability and maintain its reputation; in addition to controlling and managing conflict of interests, assessing the effectiveness of the corporate governance policies, and prioritizing the interests of the relevant stakeholders. Critical concerns are consistently conveyed to the Board for effective management. The Board receives regular follow-up reports from executive management including but not limited to the following reports: credit portfolio pack, strategy progress reports as well as, the latest progress and risks of key departments.

Board Performance

To assess the efficiency of the Board's performance, an annual self-evaluation of the board is conducted either by the Bank itself or with the assistance of an independent body after obtaining CBE approval. Under the sponsorship of the Chairperson, the self-assessment exercise covers the performance of following levels:

- 1) Board of Directors
- 2) Board's Committees
- 3) Individual Board member
- 4) Mutual evaluations between all Board members

The results of the annual self-evaluation exercise are compiled, discussed, and translated into constructive feedback, that is shared with the Board of Directors and CBE, as per CBE Instructions regarding Banks' Corporate Governance & Internal Control issued in September 2024.

Corporate Governance and Board Secretary Department

The Department encompasses two duties with the following scope:

a) Corporate Governance: primarily concerned with enhancing CG culture at the Bank through:

- 1) Reviewing and updating CG framework manifested in codes, charters, and policies to comply with regulatory requirement and meet CG best practices.
- 2) Following up on the implementation of CG practices.

b) Board Secretary: that acts as the "Board advisor" responsible for carrying-out administrative and legislative requirements of the Board and its Committees including and not limited to the following duties: preparing annual pre-set schedule for the Board and its committee meetings, ensuring the attendance and full commitment to responsibilities of all Board members, sending out agendas and relevant documentation at least one week prior to meetings' appointment.

Board Committees

NBK - Egypt has five Board Committees with separate mandates, each defined by the Board of Directors:

Board Audit Committee:

The Board Audit Committee (BAC) is composed of three non-executive board members and chaired by an independent director, who cannot assume the chairmanship of another committee. The BAC is responsible for: the financial reporting of the Bank; approving the nomination of Chief Internal Auditor and Chief Compliance Officer (subject to obtaining CBE approval) & recommending their dismissal, performance appraisal, and remuneration; monitoring the work of Internal Audit and Compliance Divisions to ensure their independence, integrity of internal controls, managing Bank's relationship with its external auditors, and reviewing and presenting the reports of Chief Internal Auditor and Chief compliance Officer to the Board. Every quarter, the committee submits its activity report to the CBE, which highlights Committee's recommendations and actions.

Members:

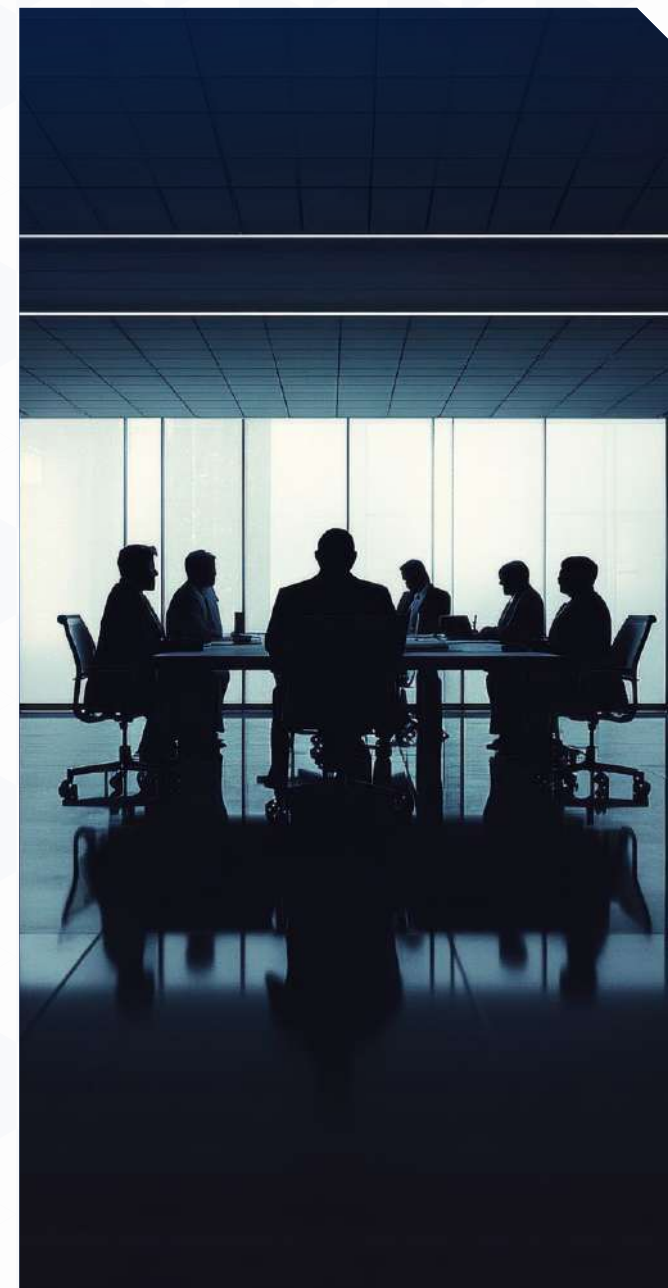
- Mr. Hesham Tawfik (Chairman, Independent)
- Mr. Mohammed Al Kharafi (Member)
- Mrs. Rasha Alroomi (Member, Independent)

Board Risk Committee:

The Board Risk Committee (BRC) is composed of three non-executive members and two executive members. The Committee is chaired by a non-executive Director and holds its meeting once per quarter, as per CBE instructions. The primary responsibility of the Board Risk Committee (BRC) is to: approve the nomination of Chief Risk Officer (CRO) (subject to obtaining CBE approval); recommend his dismissal, performance appraisal, and remuneration; approve Risk Management Department's policies and procedures, and monitors the department's tasks & responsibilities; monitors the compliance with risk-related policies and ensure that these policies are applied by Executive Management through reports sent by CRO and other relevant departments.

Members:

- Mr. Sulaiman Al-Marzouq (Chairman)
- Mr. Hesham Tawfik (Member, Independent)
- Mr. Zaid Al-Sager (Member)
- Mr. Yasser ElTayeb (Member)
- Mr. Walid El Seyoufi (Member)



Board Remuneration Committee:

The Board Remuneration Committee (BREC) is composed of three non-executive board members and chaired by an Independent Director. The Board Remuneration Committee (BREC) drafts, develops, and reviews clear remuneration policies aligned with the Bank's risk profile. It determines the extent of the Bank's wage variation, the ability to set a cap for it, and the method of distribution among the Bank's departments. In addition, it decides on the senior executives' remuneration packages, and recommends financial remunerations to the Board in line with the Bank's long-term goals.

The BREC reviews and approves the Bank's grading, functions, title structures, minimum and maximum salary range for the executive Board members and senior executives, while considering the market pay base structure. Notably, independent members' remuneration is determined by the General Assembly.

Members:

- Eng. Ahmed Aboudoma (Chairman, Independent)
- Mr. Hesham Tawfik (Member, Independent)
- Mr. Zaid Al-Sager (Member)

Board Corporate Governance and Nominations Committee:

The Board Corporate Governance and Nominations Committee (BCGNC) is composed of three non-executive Board members, including the chairwoman. The BCGNC is responsible for handling all material related to the Bank's corporate governance structure. The BCGNC supports the Board in reviewing the Bank's governance principles and preparing governance reports regularly, monitoring the resilience of developed policies and procedures, and supporting the application of disclosures.

The BCGNC ensures that all the CBE's inspection observations in relation to corporate governance are taken into consideration and incorporated into the Bank's operation. Further, the BCGNC supervises the process of monitoring and reporting conflicts of interest and related party transactions. Its responsibilities include developing the succession plan for board membership. This includes identifying the required skills for nominees, offering nominees for succession, training new members, and raising the awareness of the existing BoD. The committee is supported by the Corporate Governance and BoD's Secretary Department.

Members:

- Mrs. Shaikha Al-Bahar (Chairwoman)
- Mr. Mohammed Al Kharafi (Member)
- Mrs. Rasha Alroomi (Member, Independent)

Board Sustainability Committee:

The Board Sustainability Committee (BSC) initiated its function in 2024 to assist the Board in overseeing the Bank's sustainability and sustainable finance function. The main representatives are two executives and one non-executive member. It directs the integration of ESG issues within the decision-making processes, as per the CBE instructions, and safeguards the Bank's compliance with the Group's ESG Strategy.

The BSC affirms that sustainability governance is firmly established, including the approval of annual sustainability reports, frameworks, standards, policies, and procedures, along with presenting regular progress reports to the Board.

Members:

- Mr. Sulaiman Al Marzouq (Chairman)
- Mr. Yasser El Tayeb (Member)
- Mr. Walid El Seyoufi (Member)

ESG and the BoD

In line with the pursuit for governance improvement, the Bank ensures that the Board has an internal drive for optimization and is equipped with the right resources to do so. The Bank ensures that the Board is kept up to date in advancing its collective knowledge, skills and experiences in sustainable development. It also evaluates the Board on its performance of overseeing the due diligence and processes for identifying and managing the Bank's ESG impacts.

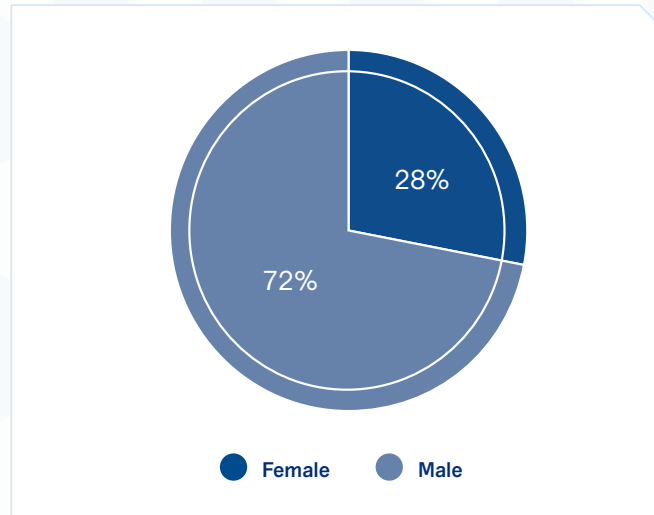
Finally, to ensure their accuracy and alignment with the Bank's objectives, the Board is involved in the oversight of ESG disclosures and reviewing reported ESG information with the help of the Board's Sustainability Committee. While NBK - Egypt has an established Sustainability Committee, merging sustainability into the Board of Directors and its members' core identity can better fulfil the Group's ESG strategy and pillars and compound on the Bank's successes on achieving sustainability related goals with deftness.



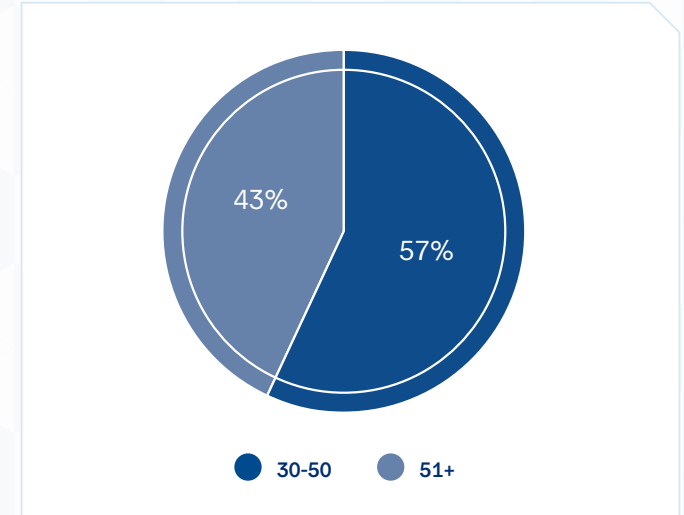
Senior Management

Senior Management is responsible for bringing broad-level targets to life, translating them from plans on paper into executed reality, making their role mission-critical to the Bank's ongoing viability. At NBK - Egypt, the Senior Management consists of a total of 81 employees. In alignment with CBE requirements, non-executive Board members meet at least once a year with Senior Management to monitor and follow up on performance.

Senior Management by Gender



Senior Management by Age



Ethics & Compliance

NBK - Egypt assigns dedicated compliance, legal, and internal audit teams to maintain continuous business operations in a sound and ethical manner while enforcing adherence and compliance to laws and regulations across all operational areas. NBK - Egypt maintains the highest compliance standards while adapting to the changing global regulatory landscape.

The Compliance Department monitors the Bank's adherence to all corporate governance policies and procedures. It reports to the BAC to ensure that the Bank operates ethically and in accordance with all relevant regulations and internal policies. The Bank maintains compliance with Foreign Account Tax Compliance Act (FATCA) and similar regulations, continuously develops its corporate governance framework and customer protection rights unit and undergoes independent audits to assess and enhance the anti-money laundering program and the overall effectiveness of its compliance. To enhance employees' awareness and adherence to regulatory requirements, an annual online compliance training course is consistently provided to all employees.

AML and CFT Policies

NBK - Egypt's AML and CFT Policy holds a zero-tolerance approach to financial crime. The Bank ensures its adherence to regulatory and legislative frameworks through a robust risk management framework and comprehensive policies. This includes a stringent stance against (and zero-tolerance approach to) Financial Crime (FC) risks, such as money laundering, terrorist financing, proliferation financing, sanctions, fraud, bribery, corruption, and tax evasion. The Bank's anti-financial crime compliance is supported by the Financial Crime policy and the significant procedures

of the Anti-money Laundering (AML) and Combating Financial Terrorism (CFT) Unit, Sanctions, and CBE Reporting Units. The AML and CFT Policies are constantly undergoing stringent continuous improvement activities to proactively mitigate emerging risks and are permanently synchronized with global standards through the following activities:

Compliance Review

These policies are persistently reviewed to ensure compliance with the CBE, and other regulatory bodies while the Financial Crime policy is regularly reviewed and approved by the BoD and BAC in line with any regulatory requirements. These policies maintain adherence to the FATCA and similar regulations and undergo independent audits to assess and enhance the AML program and overall compliance effectiveness.

Leveraging Digital Tools

NBK - Egypt ensures to maximize the advantage of the utilization of digital tools in its operations, especially when it comes to monitoring reports. Since 2024 NBK - Egypt has integrated Robotic Process Automation (RPA) to automate the high-volume of AML monitoring reports in an efficient and streamlined manner. Suspicious financial transactions reported through the RPA AML Monitoring System is communicated to the Egyptian Money Laundering Combating Unit through the GOAML regulatory system.

Internal Awareness Initiatives

To strengthen AML and anti-corruption efforts beyond compliance review, the Bank ensures its staff are equally equipped to properly handle related issues. In 2025, the Bank has successfully presented 22 specialized AML sessions and provided Annual Online Compliance Training that covers all bank employees.

Updating KYC

Evidently, the Bank's Know Your Customer (KYC) process is a pivotal part of the AML and CFT Policies through which it verifies the identity of its clients or customers. The Bank updates its KYC annually along with its policy updates, which fortifies the Bank's defences in intercepting and neutralizing potential fraud or illicit activity directly from its roots.

Conflict of Interest

NBK - Egypt's Conflict of Interest policy covers the mechanisms and systems in place aimed at dealing with situations where personal interests could interfere with professional duties. The policy is reviewed biannually and when needed and is following the CBE Corporate Governance and Internal Control Instructions. Considering both internal and external business interests, the policy is designed to eliminate any risk of perceived bias, ensuring the Bank's commitment to independent and objective operation. To further enhance the Conflict-of-Interest policy, The Board members repeatedly sign conflict-of-interest declarations at each Board meeting and periodically complete conflict-of-interest forms. Elevating the Bank's transparency activities, identified and managed conflicts are shared with the Bank's stakeholders in the annual and corporate governance reports.

Anti-Corruption

NBK - Egypt maintains a well-established anti-bribery and corruption policy, supported by robust control processes and internal mechanisms that promote integrity. In 2025, no pending or completed legal actions were identified against the Bank regarding disputes or regulatory violations of anti-competitive behaviour, antitrust, monopoly, business ethics, environmental protection, intellectual property rights, human rights, child labour rights, stakeholder rights, customer privacy breaches, management compensation, and share price manipulations. The Bank had no records of significant fines and non-monetary sanctions for such non-compliance in the social and economic areas and zero incidents of non-compliance to laws and regulations.

Moreover, the increase in reported incidents of money laundering from 76 in 2024 to 135 in 2025 reflects a robust monitoring and detection mechanism.

Confirmed Incidents of Corruption, Fraud, Money Laundering, and Bribery	2024	2025
Number of Confirmed Incidents of Corruption	1	0
Number of Confirmed Incidents of Fraud	4	1
Number of Confirmed Incidents of Money Laundering	76	135





Internal Audit

At NBK - Egypt's, internal audits ensure rigorous oversight of its governance, risk management, compliance, and control processes. Internal audits are intended to strengthen NBK - Egypt's ability to create, protect, and sustain value by providing the Board and Executive Management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The internal audit function enhances the Bank's:

- Achievement of its objectives.
- Governance, risk management, compliance, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

NBK - Egypt's BAC grants the internal audit function the mandate to provide the committee and senior management with objective assurance, advice, insight, and foresight. The audit's authority comes from directly reporting to the BAC in which the BAC authorizes the internal audit function to:

- Have full and unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.

- Obtain assistance from the necessary NBK - Egypt personnel and other specialized services from within or outside the Bank to complete internal audit services.
- Conform with the Global Internal Audit Standards, including the principles of ethics and professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize any such conduct that runs counter to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

Tax Transparency

NBK - Egypt operates in a relatively high-tax jurisdiction and engages in specific tax-related discussions with its Board of Directors. A dedicated tax consultant reviews the Bank's income tax return, provides guidance on tax treatment, and keeps management informed of new tax laws and the outcomes of regulatory reviews. The Bank's compliance framework also ensures that compliance risks related to tax are regularly identified, assessed, monitored, and reported, while compliance procedures are reviewed to verify adherence to relevant tax laws, regulations, and directives issued by regulatory bodies.

Risk Management

Risk management is a fundamental pillar of NBK - Egypt's operations, forming the foundation for the Bank's long-term stability, resilience, and strategic growth. Over time, risk management has evolved from a traditional control function into a proactive, strategic enabler that drives informed decision-making and supports sustainable business performance. The Bank's comprehensive framework addresses a full spectrum of risks, including credit, market, liquidity, operational, and portfolio risks, ensuring exposures are anticipated, assessed, and mitigated in alignment with its overall business strategy.

NBK - Egypt's risk management framework is aligned with international standards, including the Basel Accords and COSO, and reinforced by a robust Risk Appetite Framework (RAF) that guides all risk-taking decisions across the organization.



NBK - Egypt applies dedicated policies across key risk areas, including credit, liquidity, and operational risk. These are complemented by a range of tools and methodologies that support effective risk management, including:

- Early Warning Systems (EWS)
- Stress testing and scenario analysis
- Risk limits and controls
- Value at Risk (VaR) and economic capital models
- Risk and Control Self-Assessments (RCSAs)
- Key Risk Indicators (KRIs)

Together, these tools enable the Bank to monitor exposures, anticipate potential risks, and respond in a timely and informed manner.

Building on this foundation, NBK - Egypt continues to embed sustainability at the core of its risk management processes. This is demonstrated through the maintenance of the Sustainable Asset Register (SAR) in line with ICMA (International Capital Market Association) eligibility criteria, reported to the NBK Group, with updates conducted on a quarterly basis to enhance the timeliness and accuracy of portfolio oversight. The Bank has also advanced the automation of ESG risk reporting, successfully implementing one automated report while progressing on a second and has strengthened its due diligence processes by integrating ESG-specific risk assessment questions into its KYC (Know Your Customer) procedures. In parallel, NBK - Egypt produces a quarterly Sustainable Finance Portfolio Report, fully aligned with the Central Bank of Egypt's environmental and social pillars, ensuring consistent monitoring and regulatory compliance.

Risk Management Oversight

Oversight of risk management is exercised at the highest level by the Board Risk Committee (BRC), which holds ultimate responsibility for reviewing, endorsing, and challenging the Bank's risk management framework, policies, and strategic direction. Execution is driven by the Chief Risk Officer (CRO), with structured, regular reporting to both senior management and the Board, ensuring full transparency, accountability, and informed decision-making. Material risks are escalated through clearly defined governance channels, with targeted mitigation measures identified, implemented, and rigorously monitored.

This governance structure embeds risk awareness and disciplined management across all levels of the organization, reinforcing NBK - Egypt's resilience, strategic agility, and commitment to sustainable, responsible banking.

Building Internal Capacity and Awareness

NBK - Egypt recognizes that effective risk management relies on robust internal capabilities. The Bank invests in continuous training and awareness programs to ensure employees are fully equipped to identify, assess, and manage risks across all areas of operations.

As part of this commitment:

- The Head of ESG Risk is accredited by the Egyptian Banking Institute as a Climate and ESG Risk instructor, demonstrating leadership in sustainable finance expertise.
- ESG-focused training has been delivered to over 150 employees across multiple functions, reinforcing a culture of risk awareness and sustainability across the organization.

E&S Risk Management

NBK - Egypt continues to integrate environmental and social considerations into its risk management processes. E&S risk criteria are embedded into credit approval processes through E&S due diligence, exclusion screening, and portfolio risk categorization.

NBK - Egypt aligns its practices with Egypt Vision 2030 and Egypt's National Climate Change Strategy 2050 and the CBE's Guiding Principles on Sustainable Finance at the national level and is committed to the United Nations Sustainable Development Goals (SDGs) and the Paris Agreement. Additionally, the Bank is planning to further strengthen the integration of climate risks into its risk management framework.

A key component of this integration is the Environmental and Social Risk Management (ESRM) framework, introduced in 2023. The ESRM framework provides a structured approach to identifying, assessing, and managing E&S risks across all sectors and project types, ensuring alignment with the Bank's sustainable finance objectives.





Integrating E&S Risk Management into Lending

Since the introduction of our ESRM framework in 2023, environmental and social risk considerations have been embedded throughout NBK - Egypt's lending processes, beginning at the earliest stage of client engagement. Oversight begins at the earliest stage of the lending process, where relationship managers are required to submit E&S checklists prior to credit submission.

This checklist serves as a mandatory prerequisite for the acceptance and processing of any credit proposal by the risk management information system (MIS) and is subsequently reviewed and assessed against NBK's E&S due diligence standards.

NBK - Egypt conducts environmental and social due diligence on a daily basis for every credit proposal, assigning an appropriate risk categorization. Environmentally beneficial aspects identified during the review are documented in dedicated log sheets and reported internally, to NBK Group, and to the CBE.

All credit proposals undergo environmental and social (E&S) due diligence, including:

- Screening against the Bank's exclusion list. Proposals that do not meet requirements or present unresolved risks are rejected.
- Risk categorization is based on four levels (A, B, C, and Excluded). This classification determines the depth of due diligence applied.

- Assessment against national and international performance standards, including EEA's Environmental Impact Assessment (EIA) categorization system, IFC, and EBRD frameworks
- Development of mitigation measures and, where applicable, Environmental and Social Action Plans (ESAPs)

Moreover, Clients are required to submit all relevant environmental approvals and permits as part of the credit application process. Verification is supported by the Investigation Unit through E&S compliance checks, with additional reviews, including site visits, conducted where necessary. Following approval by the Credit Risk Committee, the Credit Administration Department must receive formal confirmation from the E&S Risk Department before proceeding with facility activation and disbursement. The process also includes regulatory checks, environmental appraisals, legal covenants, and ongoing monitoring.

For new project financing, NBK - Egypt has established clear ESG due diligence triggers at the client, sector, and transaction levels. Once a trigger is identified:

- Low-risk transactions proceed under standard due diligence
- Medium- and high-risk transactions undergo enhanced ESG assessment
- Outcomes are translated into time-bound Environmental and Social Action Plans (ESAPs)

At the client level, enhanced ESG due diligence is triggered when borrowers operate in high-risk business activities, demonstrate a record of environmental non-compliance, labor issue. Sector-level triggers are linked to high-risk industries like carbon intensive industries, labor-intensive sectors or pollution-prone industries where environmental & social risks are high and may affect long-term financial performance. Transaction-level triggers commonly include project finance, greenfield developments, large and long tenor exposures and transactions with use of proceeds are directly related to environmentally and/or socially sensitive assets. To further embed ESG considerations into core processes, NBK - Egypt has enhanced its Know Your Customer (KYC) procedures by incorporating ESG-specific risk assessment questions in the new Corporate Account Opening Form.

Risk considerations, including ESG factors, are fully integrated into the Bank's credit approval process. The Credit Approval Authority (CAA) reviews all loan proposals, including risk assessments and ESG recommendations, before making decisions. High-risk transactions undergo enhanced review, including stress testing and detailed evaluation of potential impacts on financial stability. Where necessary, mitigation measures are applied through legal covenants and monitored throughout the lifecycle of the facility.

Portfolio Management

NBK - Egypt applies a structured approach to monitoring environmental and social risks across its portfolio. The E&S Risk Department is responsible for categorizing the corporate portfolio and tracking exposure across different risk levels to ensure alignment with the Bank's risk appetite.

In 2025, approximately **45%** of the portfolio is classified as high E&S risk, primarily within the Mining and Energy sector, while around **27%** is classified as medium risk,¹ with Construction representing a significant share. These risk shares are provided by the Portfolio Risk Department based on ESG Risk Mapping developed by the ESG & Climate Risk Department, in which the identification of the risk shares are conducted by mapping the business activities with their corresponding overall risk ratings using both national and international frameworks.

NBK - Egypt maintains a prudent approach to high-risk lending, guided by regulatory requirements and internal policies. High-risk exposures are subject to enhanced due diligence, including ESG assessments, credit evaluations, and stress testing to assess potential impacts on financial performance.

At the Group level, NBK applies a structured process for selecting and monitoring eligible assets, evaluating environmental and social risks and identifying mitigation measures. This approach supports the identification of assets with positive environmental and social impact, while ensuring alignment with the Bank's broader risk management framework.

Since the launch of the ESRM Framework in 2023 NBK - Egypt achieved the following milestones:



Assessed environmental and social risks for more than **1,800** credit proposals



Delivered ESRM training to over **150** staff members across business, risk, engineering, and procurement functions



Reported over **50** credit facilities to the Central Bank of Egypt under the sustainable finance framework

¹ Percentages of reported risk categories represent a combined environmental and social overall risk rather than environmental risk only. Risk categorization follows internationally recognized risk categorization frameworks (EBRD, IFC)

Financial and Operational Resilience

NBK - Egypt places a strong emphasis on operational and financial resilience, underpinned by a comprehensive Business Continuity Plan (BCP). This plan encompasses risk assessments, business impact analyses, emergency response procedures, a stakeholder communication strategy, and ongoing employee training on emergency preparedness and response.

In addition, the Bank maintains a robust Disaster Recovery Plan, supported by secure data backup and recovery systems, resilient IT infrastructure, designated alternative work site, and regular testing and simulation exercises. Both the BCP and Disaster Recovery Plan are reviewed and tested at least annually, or as needed, and are continuously updated to reflect changes in the business environment, technological advancements, and evolving regulatory requirements.

NBK - Egypt continuously updates and introduces Standard Operating Procedures (SOPs) to strengthen consistency, improve accuracy, and ensure easy access across all bank functions. In 2025, a centralized repository, the Documents Center, was implemented as the Bank's single source of truth for all policies, procedures, forms, and related documents. This initiative enforces the use of the most up-to-date approved versions and standardizes document access across the Bank. Key controls introduced include:

- All documents are published in secured PDF format.
- Access is restricted to the Documents Center to ensure users only view the latest approved versions.
- Ongoing awareness activities reinforce the Documents Center as the sole access point for controlled documents.
- A total of 219 documents were managed by the Policies and Procedures team during 2025.

	New	Updates	Total
SOPs	10	84	94
Policies	4	10	14
Forms	24	83	107
Tariff	-	4	4

This has ensured continuous alignment with regulatory requirements, operational changes, and risk controls.



Pillar 2: Responsible Banking

- Sustainable Finance
- Environmental Impact
- Emissions and Decarbonization
- Responsible Procurement



Sustainable Finance

Our Approach in Sustainable Finance

NBK - Egypt continues providing sustainable financing for green and social projects aiming to meet the evolving needs of its diverse customer segments.

In 2025, NBK - Egypt financed a wide range of social and environmental projects in line with the Central Bank of Egypt Sustainable Finance criteria, in the areas of socioeconomic development, affordable infrastructure, renewable energy, energy efficiency, sustainable water and wastewater management and pollution prevention and control. These efforts resulted in 43% year-on-year increase in its green lending portfolio.

This achievement comes in alignment and application of the Bank's Environmental and Social Risk Management System (ESRMS) to more than 1,800 credit proposals under the ESG & Climate Risk Department. The ESRMS is essential in ensuring that all financing decisions support responsible development by reducing non-compliance issues, adhering to NBK - Egypt's credit policy limits including its Exclusion List, and avoiding negative environmental and social impacts.



Financing Green and Social Projects

NBK - Egypt remains steadfast in its progress with sustainable finance efforts. NBK - Egypt funded 3.11 EGP Billion in social projects and 215 EGP Million in environmental projects in 2025 under CBE's Sustainable Finance criteria.

During 2025, the Bank finalized the launch of its Corporate Green Facility Product, scheduled for 2026, the product will support the expansion of its green portfolio by financing projects in areas such as pollution abatement, green buildings, smart energy systems, renewable energy, sustainable transport, waste management, and water conservation. The Green Facility is designed to offer competitive lending terms, providing up to 80% of investment costs.



Sustainable Lending

Under Consumer Banking, the Bank adapted quickly to serving the growing customer demand for electric transportation as the availability of e-vehicles in the market continues to surge. After having launched the Electric Vehicle Loan mid-year 2025, the Bank sold in total 44 vehicles with lower interest rates, an easier process and waiving administrative fees. This product encouraged the Bank's customers to transition to a cleaner and more eco-friendly lifestyle and supports the Bank's ESG goal in reducing carbon emissions.

As part of our ongoing efforts to support small and medium-sized enterprises (SMEs), NBK - Egypt increased the share of our lending portfolio allocated to SMEs to reach 13.19%, despite some of the Bank's SMEs clients progressing into the large corporate segment.



Beyond Finance: Supporting our Youth

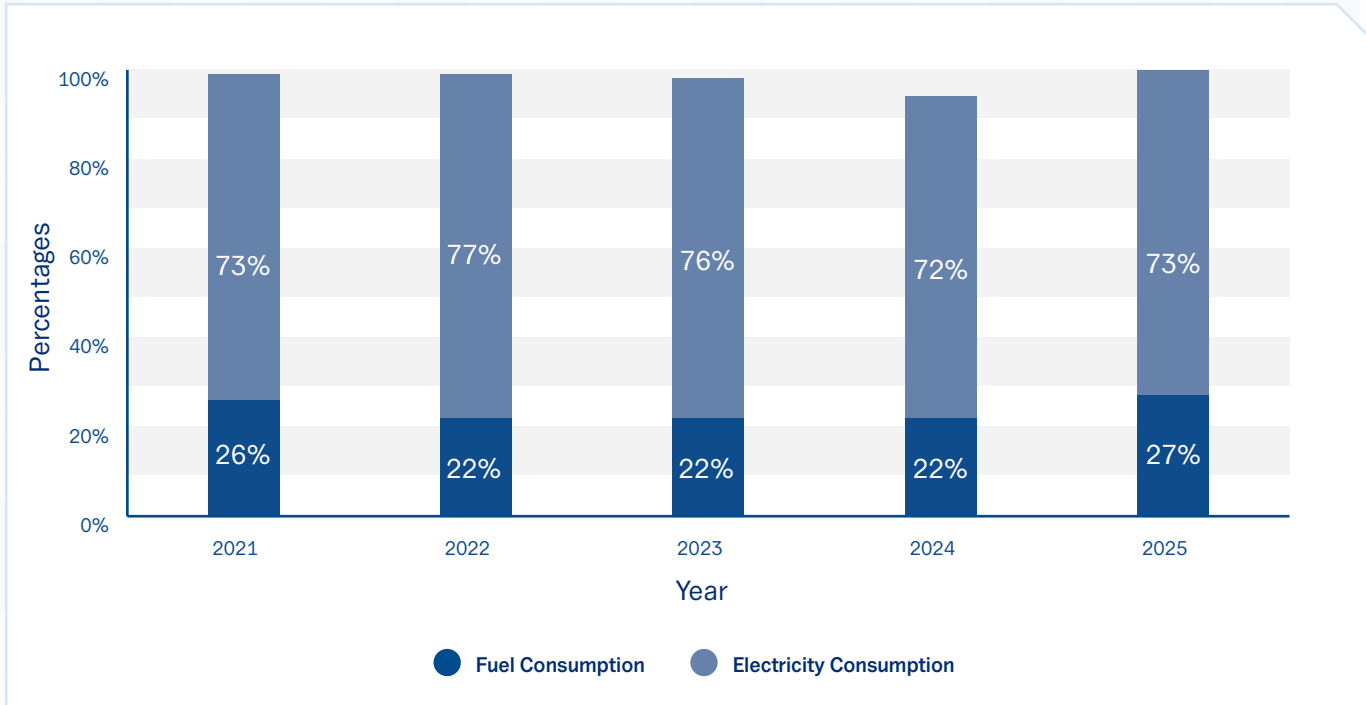
Under the Youth in Business Program provided by the EBRD, NBK - Egypt fully utilized USD 10 million through its SMEs Department to support young entrepreneurs in Egypt, reflecting the Bank's continued commitment to fostering entrepreneurship and empowering youth-led businesses. The program targets eligible private MSMEs whose overall operational management responsibility or majority ownership is held by a person (or persons) under the age of 35.

Environmental Impact

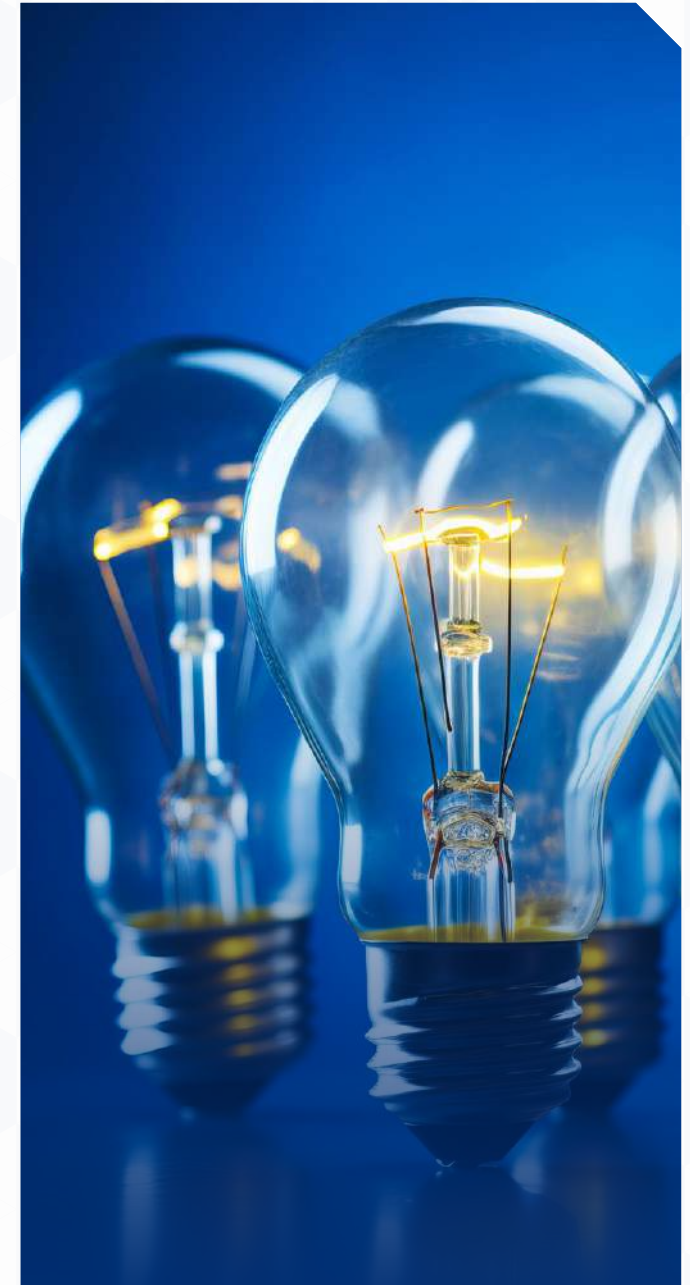
Energy Source Efficiency and Reduction

In 2025, NBK - Egypt achieved a 4% reduction in total energy consumption, decreasing from 39,613.82 GJ in 2024 to 38,001.58 GJ. This decline was primarily driven by a 3% drop in electricity usage. Energy efficiency per square meter also improved, with energy intensity decreasing from 0.61 GJ/m² in 2024 to 0.58 GJ/m² in 2025.

Energy Consumption Breakdown



A major factor behind this reduction progress was the deployment of the Climate Edge Digital Tool, which enhanced the precision of energy data by allowing NBK - Egypt to accurately track consumption across branches and make more informed energy optimization decisions.



Energy Efficiency Initiatives

NBK - Egypt continues to embed energy efficiency into its operational model through targeted initiatives, including:

- Replacing traditional lighting fixtures with energy efficient LED lighting at the head office.
- Maintaining HVAC systems regularly to prevent freon leakage.
- Within a three-year plan, the bank started in 2025 with automating remote control of selected electrical loads and monitoring CO₂ emissions from HVAC systems. The only the prototype completed (Cornish Branch).
- Installing motion sensors in public corridors at the head office to reduce unnecessary energy use.
- Replacing VRF systems in existing branches and installing them in all new branches to reduce electricity consumption and minimize leakage (13 out of 54 branches are currently operating with VRF systems).
- Operating all signage illumination exclusively at night using LED lighting to lower energy consumption.
- Installing electric vehicle (EV) charging stations in the headquarters' parking area so as for any expansion in cars to be electrically charged instead of fuel.

Waste Management

NBK - Egypt has reinforced its commitment to responsible waste management by actively reducing waste generation and promoting circular practices. Key actions include transitioning toward paperless operations, extending the lifecycle of office materials through reuse, and implementing waste segregation at the head office.

NBK - Egypt's waste management system is designed to minimize environmental impact through a comprehensive and proactive approach, including:

- **Waste Reduction and Prevention Strategies:** Implementing measures to limit waste generation at the source and promote resource efficiency across operations. The bank continues with capital gains from asset disposal (2025 EGP 1.4 M in profit from sale of obsolete computers).
- **Paperless Banking:** Promoting e-statements, digital contracts, and online transactions to significantly reduce paper consumption.
- **Employee Awareness Programs:** Continue with raising staff awareness on waste minimization, responsible printing, and effective recycling practices to foster a culture of sustainability.
- **Waste Segregation and Recycling:** Enabling systematic waste separation and recycling practices at the head office to enhance material recovery and reduce landfill disposal.
- **Regulatory Compliance:** Ensuring full adherence to applicable environmental laws and regulations, reinforcing responsible and transparent waste management practices.

Water Management

NBK - Egypt is planning to take proactive steps to enhance water efficiency across its operations. These efforts focus on following extra measures to reduce consumption, improving monitoring practices, and promoting responsible usage behaviours that the Bank aim to implement in 2026 across facilities such as:

- Installing water meters to accurately monitor and report consumption.
- Implementing sensor-controlled faucets in branch locations to minimize water waste and promote sustainable usage.

In our keen attention for environmental impact within our internal operations, the bank finalized in 2025 a new policy entitled "Building Management Policy". This policy establishes NBK - Egypt's framework for managing, operating, and maintaining all its facilities. Its main purpose is to ensure building safety, efficiency, and sustainability, and to support the Bank's long-term operational and environmental commitments.

Emissions and Decarbonization

NBK - Egypt remains committed to environmental responsibility by consistently monitoring and reporting its carbon footprint on an annual basis. A detailed evaluation of the Bank's emissions is disclosed in its 2025 Carbon Footprint (CFP) Report showcasing the Bank's Greenhouse Gases (GHGs) emissions assessed across the Bank's branches, corporate office, and warehouse in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, Intergovernmental Panel on Climate Change (IPCC) guidelines, and ISO 14064-1:2018.



NBK - Egypt achieved a 4.26% Reduction

in 2025 compared to 2024 and demonstrated consistent progress in reducing its emissions, reaching a cumulative emissions reduction of **10.85%** against the 2022 baseline.

GHG Emissions

In 2025, NBK - Egypt reduced its total greenhouse gas emissions to 3,825.40 tCO₂e, marking a 4.26% year-on-year decline and reinforcing the effectiveness of its decarbonization strategy.

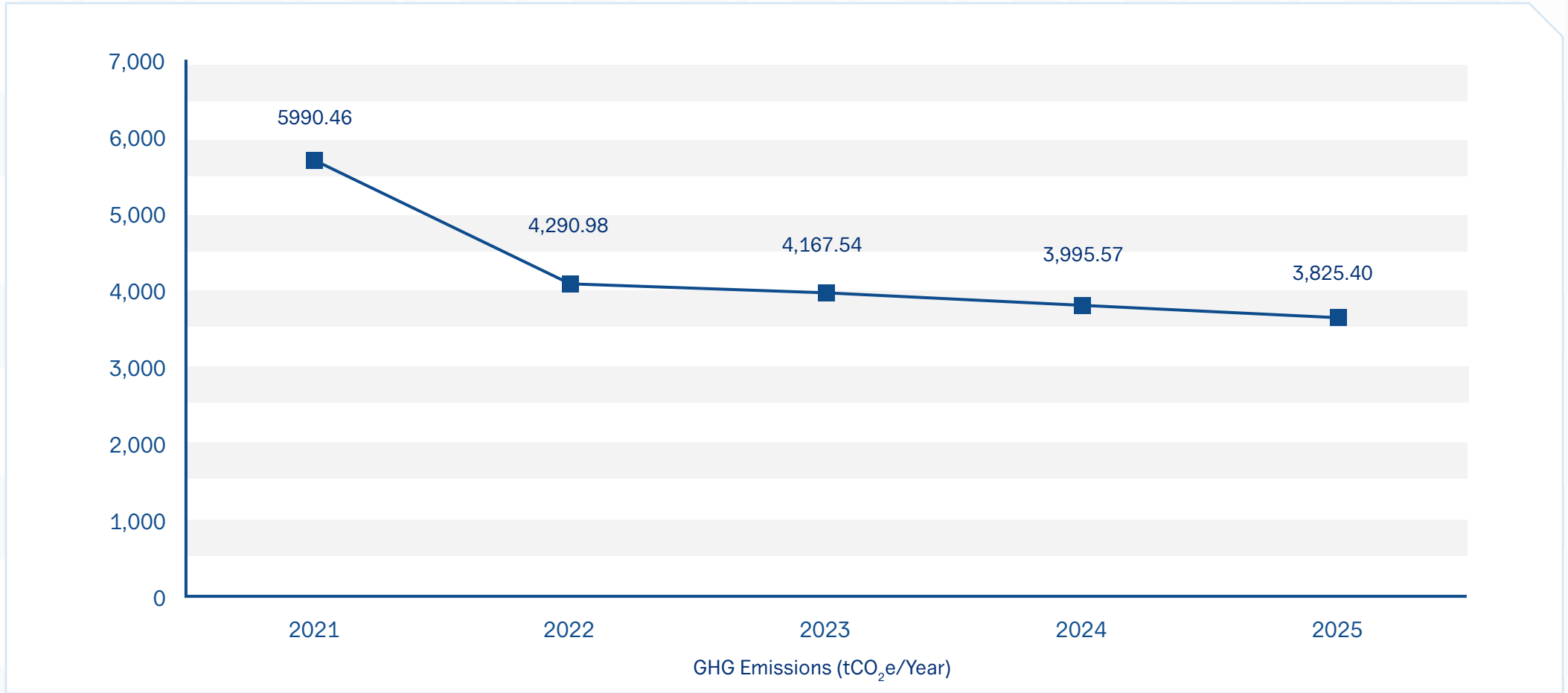
Scope 1 emissions accounted for 899.94 tCO₂e²⁵, which is 53% of the total emissions, originating from stationary fuel combustion, mobile fuel use, and fugitive emissions. Notably, emissions from stationary fuel consumption decreased by 13.94%, while fugitive emissions, primarily linked to refrigerants, declined by approximately 20.60%, reflecting improved asset management and maintenance practices.

Scope 2 emissions totaled 2,925.46 tCO₂e (76.47% of total emissions), driven entirely by purchased electricity. A 2.37% reduction in electricity consumption across facilities played a critical role in lowering overall emissions.

While emissions declined across most categories, increases in mobile fuel combustion and fertilizer-related emissions highlighted areas for further intervention. Addressing these sources will be critical to sustaining the Bank's emissions reduction trajectory.

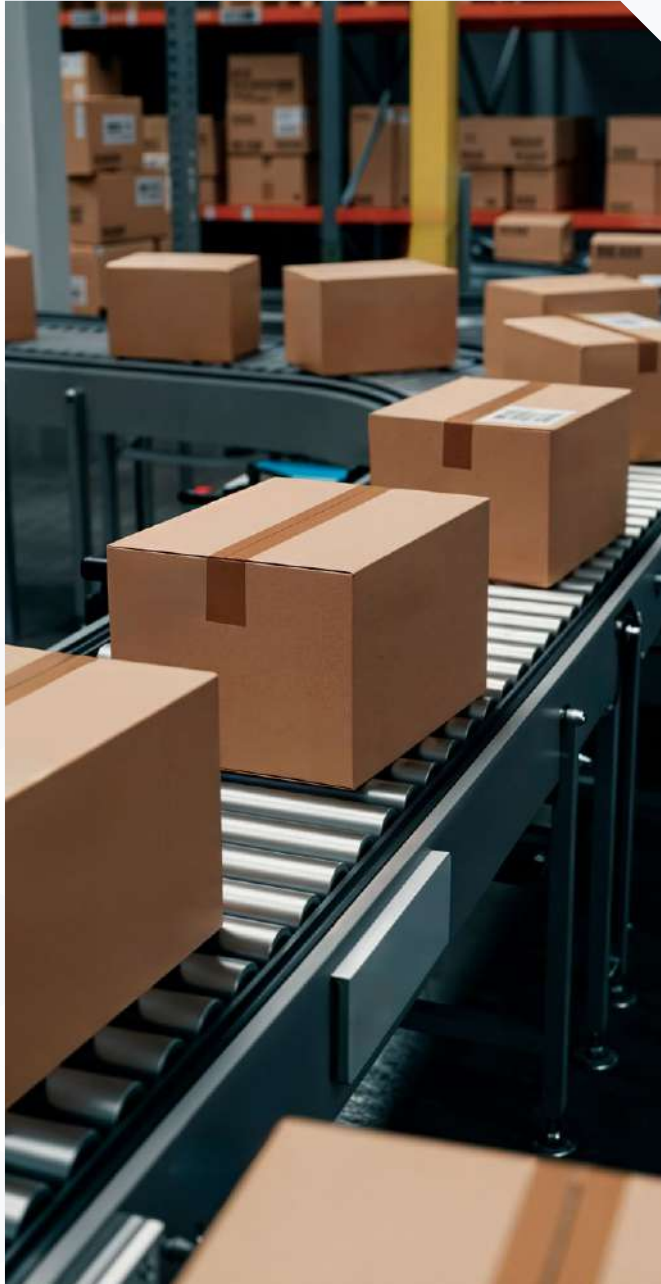
The rise in mobile fuel emissions was primarily driven by the addition of five new vehicles, leading to higher fuel consumption. Meanwhile, the slight increase in fertilizer-related emissions was attributed to improved data quality, with additional fertilizer types included in the 2025 assessment that were not captured in 2024.

Emission Source	2021	2022	2023	2024	2025
Stationary Fuel Combustion	595.00	518.58	511.34	503.80	433.55
Mobile Fuel Combustion	44.86	44.90	79.14	150.31	192.28
Fugitive Emissions (Fertilizers)	0.15	0.11	0.12	0.12	0.20
Fugitive Emissions (AC and Refrigerants)	2358.75	468.16	362.03	344.96	273.91
Purchased Electricity	2991.70	3259.90	3214.94	2996.39	2925.46
Total Emissions	5990.46	4290.98	4167.45	3995.57	3825.40



Climate Edge Tool

NBK - Egypt continues to lead as the first Egyptian bank to fully digitize emissions calculations by leveraging the Climate Edge Digital Tool, which enables the Bank to precisely identify, measure, reduce, and transparently report GHG emissions, strengthening accountability and advancing progress. NBK - Egypt's continued integration of the Climate Edge platform has significantly enhanced the Bank's capability to manage its emissions. It enables NBK - Egypt to monitor emissions with precision, ensuring accurate measurement across all operations, generate real-time analytical insights that support timely, data-driven decisions, identify emission hotspots to prioritize targeted reduction strategies, and track progress against sustainability targets with transparency and accountability.



Responsible Procurement

At NBK - Egypt responsible procurement is a journey of continuous improvement grounded on the foundation of transparency and accountability across all procurement activities. To maintain a constant delivery of high ethical, environmental and social standards across our supply chain, our procedure for responsible procurement is embedded in constant reviews and updates on the Bank's Supplier Code of Conduct to ensure that methods and policies abide by today's local regulations and international best practices. This allows for all procurement activities, from sourcing to management of logistics and inventory, to be anchored in attaining social and environmental responsibility while preventing unacceptable business practices.

Supplier Code of Conduct

The Supplier Code of Conduct helps guide responsible procurement at NBK - Egypt, outlining the standards expected from all suppliers working with the Bank. The Code establishes clear policies including:

- Anti-corruption and conflict of interest
- Compliance with applicable laws and regulations
- Sustainability and responsible business practices

Procurement Systems

To strengthen governance and supplier oversight, NBK - Egypt utilizes an integrated SAP procurement system. The platform enables the Bank to efficiently manage supplier relationships digitally, monitor supplier performance indicators, track procurement activities, and document compliance checks. This system is essential in enhancing transparency and accountability throughout the procurement lifecycle while supporting informed decision-making and risk management. All in all, NBK - Egypt continues to fortify technology integration in its procurement operations to strengthen continuous engagement with its suppliers.

Supplier Overview

At NBK - Egypt, suppliers are more than service providers; they are strategic partners playing a critical role in supporting its sustainability ambitions and delivering value to its customers. As direct contributors to the Bank's daily operations, suppliers reflect their core values, ESG roadmap, and their alignment with NBK Group's mission in remaining the people's trusted bank of choice. For this reason, curating a rigorous responsible procurement process allows decisions to maintain intentionality and focus, and the Bank's commitment to supporting local suppliers proves this.



In 2025, 92% of the Bank's total procurement spending was directed toward local suppliers

representing an increase of more than 6% compared to the previous year.

Collaborating with local suppliers is how the Bank remains active in supporting broader national and global sustainability priorities, including the UN Sustainable Development Goals (SDGs) and Egypt Vision 2030.

Advancing Sustainable Procurement

NBK - Egypt's journey through responsible procurement demonstrates the evolution of sustainability in its timeline, from being an optional concept to a necessary element in the supply chain. A glance at the Bank's journey shows its big strides forward in integrating sustainability more deeply into its procurement framework.



2023

In 2023, the Bank's policies were revised to include a section on sustainability with the introduction of the Sustainable Supplier Code of Conduct.



2024

Building on this progress, in 2024 NBK - Egypt made the signing of the Sustainable Supplier Code of Conduct a mandatory requirement for all new suppliers, reinforcing sustainability as a non-negotiable aspect in the procurement process.

2025




During 2025, this strengthened framework delivered measurable progress. This year, up to 58 new vendors were onboarded into its operations upon signing this requirement. Some of these suppliers were also subject to the Bank's newly developed ESG supplier assessment, which prioritizes industries with higher environmental and social impact.



With a supplier base of more than

600 vendors

incorporating these elements of sustainability in the Bank's procurement process is one that maximizes the potential of positive impact within its supply chain and beyond.

A photograph of several business professionals in a meeting, with their hands stacked on top of each other in a gesture of teamwork. The image is partially obscured by a dark blue diagonal overlay on the left side, which contains text. In the background, a wooden desk is visible with a calculator and some papers.

Pillar 3: Capitalizing on Our Capabilities

- Employee Empowerment and Well-Being
- Diversity and Inclusion
- Digital Transformation

Employee Empowerment and Well-Being

Employee Retention and Welfare

Employee retention remained a key priority for NBK - Egypt in 2025, supported through a combination of policies, employee benefits, fair compensation practices, development opportunities, and formal reporting mechanisms. Our retention plan is underpinned by its Code of Conduct and broader policies, reflecting a structured approach to retaining talent, protecting employee rights, and maintaining a supportive and well-regulated work environment.

This framework is reinforced through several policy commitments that shape the employee experience and support workforce stability. These include commitments related to human rights, anti-harassment, health and safety, employee working hours and living standards, and employee compensation.

Human rights considerations are embedded both through a standalone Human Rights Policy and through incorporation into the HR policy and Code of Conduct, strengthening the Bank's overall approach to fair treatment and responsible employment practices. The Code of Conduct is also available in both Arabic and English, helping ensure accessibility and wider employee understanding of expected standards and responsibilities.

Retention is also supported through the Bank's approach to internal career development. As reflected in its succession planning framework, internal talent is prioritized before vacancies are offered externally, strengthening internal mobility and creating clearer pathways for career progression.

This supports employee retention by giving employees greater visibility over long-term development opportunities while helping preserve institutional knowledge and leadership continuity. Training and development initiatives, mentorship, leadership programs, and specialized capability-building efforts also contribute to retention by strengthening employee engagement and supporting professional growth across different career stages.

Employee welfare is further supported through measures that strengthen the day-to-day employee value proposition. These include medical and life insurance, medical insurance to outsourced staff on the same basis as full-time employees, cost of living support, employee credit facility services, green staff financing, occupational health and safety arrangements, and structured employee engagement initiatives.

Together, these measures help reinforce financial well-being, health protection, professional development, and overall employee support, all of which contribute positively to retention.

NBK - Egypt also provides employees with advance notice prior to operational changes that could substantially affect them. Employees are typically given two months' notice, while changes involving termination of service are accompanied by a notice period of two to three months. This reflects a more structured and considerate approach to workforce transition, helping employees prepare for significant changes affecting their employment. The Bank further confirmed that it has collective bargaining agreements with its employees, reinforcing formal employee protections and the structured management of employment matters.



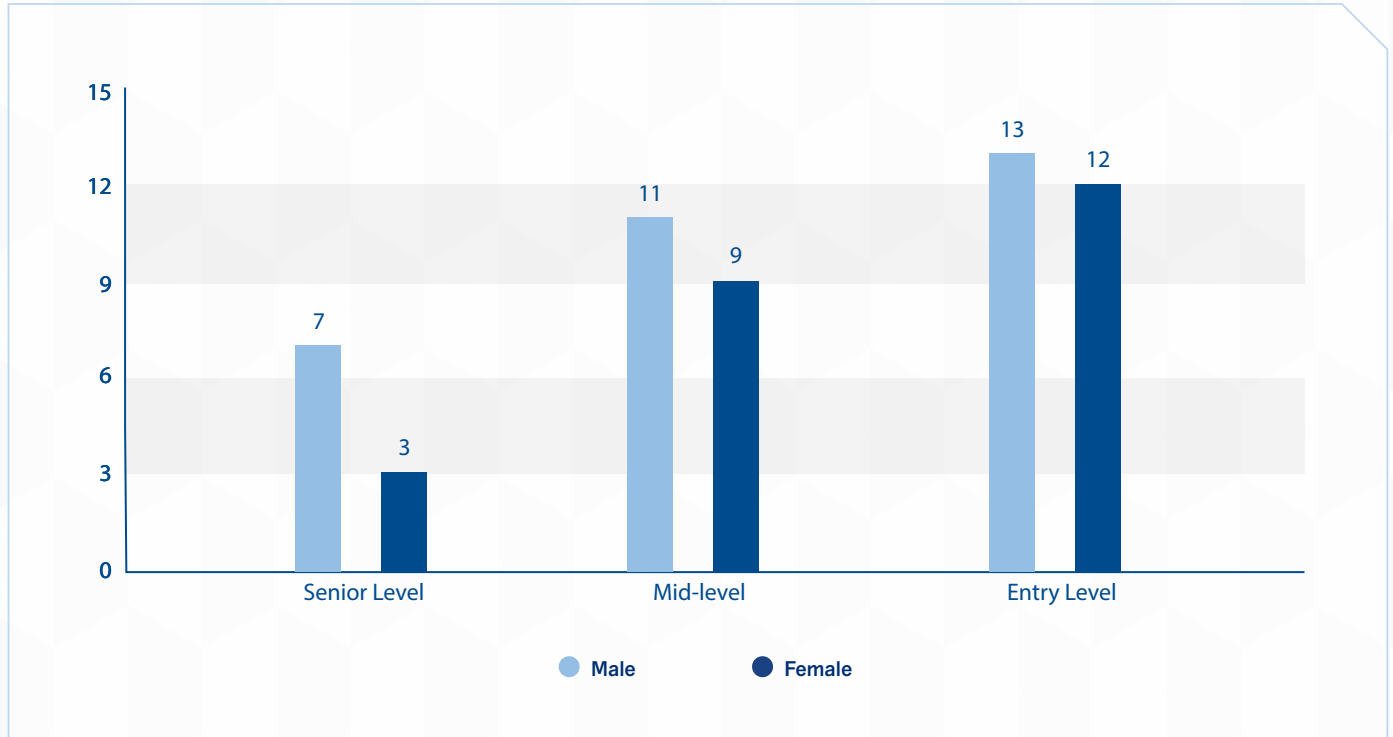
Fair Compensation and Reward

Fair compensation and reward form an important part of NBK - Egypt's employee retention approach. Competitive and equitable pay structures are supported through the Bank's Remuneration Policy, which is developed and periodically reviewed by the independent BREC, with support from independent remuneration consultants who conduct market benchmarking. This helps ensure that compensation remains aligned with market conditions while also supporting internal consistency and fairness.

The policy is designed to attract and retain qualified talent, maintain competitive compensation levels, and provide fair and consistent reward structures across different employee levels. It also supports customized reward programs that recognize employees' contributions toward achieving the Bank's strategic objectives, reinforcing the link between performance, contribution, and reward.

This approach is further strengthened by the Bank's commitment to fair pay practices. The remuneration framework strictly prohibits pay discrimination and any unjust practices based on gender, age, color, religion, or disability, reflecting a broader commitment to equity, inclusion, and responsible employment practices. Together, these measures support employee trust, strengthen retention, and help maintain a compensation framework that is both competitive and fair.

The Basic Salary Ratio of Females to Males [Per Level]





Grievance and Whistleblowing

Whistleblowing and grievance mechanisms remained an important part of NBK - Egypt's employee protection and retention framework in 2025. The Bank provides a confidential reporting channel tailored to address bullying and harassment and also maintains a broader grievance mechanism through which employees can raise concerns.

Reporting is supported through email, direct HR access, and independent service provider channels that allow anonymous reporting. This multi-channel approach helps strengthen employee confidence in raising concerns safely and confidentially.

The Bank also confirmed that it tracks incidents of discrimination and reviews all reported cases.

In response to such incidents, a comprehensive action plan has been implemented, including systematic monitoring, regular assessment of remediation efforts, and clear metrics to evaluate the effectiveness of corrective measures. This reflects a more structured approach to accountability and follow-through in addressing employee concerns.

Grievance handling processes are supported by a commitment to timely investigation and documentation of all matters raised. Overall, 85% of grievances were resolved within the specified timeframe, indicating a relatively strong level of responsiveness in addressing employee concerns. This supports a more transparent and trusted workplace environment, which is an important factor in employee well-being and retention.

Additionally, employees may be dismissed or disciplined for corruption-related reasons, although no confirmed incidents requiring such disciplinary action were recorded. This reinforces the role of ethical conduct and accountability within the wider employee relations framework.

Taken together, NBK - Egypt's employee retention approach is supported by a combination of fair pay, formal employee protections, grievance and whistleblowing systems, parental leave, internal mobility, learning and development opportunities, and broad-based employee welfare measures. This creates a more supportive employment environment that helps reinforce engagement, trust, continuity, and long-term workforce stability.

Employee Benefits

Employee benefits remained an important part of NBK - Egypt's approach to employee well-being and workforce support in 2025. The Bank provides a range of benefits and support measures designed to strengthen employee health, financial resilience, and day-to-day well-being, including:

Medical and Life Insurance

Both full-time employees and outsourced staff receive the same medical insurance coverage. Health coverage was further strengthened through the selection of a leading market provider and the enhancement of benefits, including a higher dental care ceiling.

Green Staff Loan Initiative

Employees are offered preferential financing for environmentally friendly purposes, including solar panels, energy-efficient heating, ventilation, and air conditioning systems, and electric vehicles. This extends the Bank's sustainability focus into employee-facing benefits and encourages greener consumption choices.

Internal Mobility Opportunities

Internal mobility forms part of the Bank's broader employee value proposition, with vacancies prioritized for internal talent before being offered externally. This creates clearer opportunities for career progression, supports employee development, and enables the Bank to retain institutional knowledge while strengthening leadership continuity from within.

Cost of Living Adjustment for All Employees (COLA)

To help mitigate the effects of local currency devaluation and elevated inflation, the Bank introduced a cost-of-living adjustment allowance across all employee levels, providing additional financial support during a period of increased economic pressure.

Unified Payroll Tax Calculation Platform

NBK - Egypt was among the first banks in Egypt to adopt a unified payroll tax calculation platform, helping streamline payroll tax calculations, improve efficiency, and support a smoother payroll administration process.

Parental Leave

Parental leave supports employees in balancing work and family responsibilities during important stages of life. In 2025, 580 female employees were entitled to parental leave, with 37 female employees taking parental leave during the year. Of those, 51% returned to work and were retained following the end of their leave period.

Male uptake remained lower, with 16 male employees taking parental leave, while return to work and retention among male employees stood at 100%. This benefit supports employee well-being, workforce continuity, and longer-term retention by helping employees remain connected to the workplace during and after family-related leave.

Staff Branch for Employee Credit Facilities

A dedicated staff branch was established to manage employee credit facilities, helping ensure high-quality service while maintaining confidentiality. This initiative supports employees' financial well-being by facilitating smoother access to financial services.



Employee Recognition

In 2025, the HR division continued to strengthen a culture of appreciation and high performance through its employee recognition initiatives, most notably the MVP award. A total of 34 employees from different functions were recognized for demonstrating exceptional performance, ownership, and commitment to NBKE's values. These individuals stood out for their ability to go above & beyond their core responsibilities, whether by driving impactful business results, fostering collaboration across teams, or introducing innovative solutions that enhanced efficiency & customer experience.

Well-being Campaigns

NBK prioritizes the physical, mental, and emotional well-being of its staff through dedicated campaigns and awareness programs. Various activities, workshops, and sessions are organized to promote a healthier work environment. In collaboration with Baheya, the Bank conducted awareness sessions on breast cancer prevention, early detection, and treatment. Additionally, all employees were offered a free health check and hosted talks with experts regarding diabetes staff development.

Transition Assistance and Continued Employability

NBK - Egypt also provides transition assistance programs to support employees in managing career endings resulting from retirement or termination of employment. This is facilitated through the provision of a plan, reflecting the Bank's recognition of the importance of supporting employees beyond active service and contributing to continued employability and transition planning where relevant.

Talent Pipeline Development

NBK - Egypt's talent pipeline approach is centered on maintaining a flow of qualified talent through proactive workforce development. This includes strengthening internal mobility, advancing succession planning, expanding upskilling efforts, and reinforcing employer branding to ensure that the Bank continues to attract, develop, and retain the capabilities required for long-term growth and resilience.

Employer Branding

NBK - Egypt is committed to investing in young talent and enhancing its employer brand through a range of initiatives. The Bank strengthens its employer brand by participating in employment fairs and career days at some of Egypt's most prestigious universities. In 2025, the Talent Acquisition team took part in several key events, including the ESLSCA Employment Fair, American University in Cairo (AUC) Career Week, Coventry EXPO, and the Banking Fintech Summit.

Tech Academy: Round 2

The Tech Academy remained one of NBK - Egypt's most significant workforce development initiatives in 2025, supporting the Bank's efforts to build a stronger pipeline of technology talent equipped for a rapidly evolving banking environment. Developed to provide fresh graduates with advanced technology skills and programming expertise, the academy reflects the growing importance of digital capabilities across financial services. Implemented in collaboration with the Egyptian Banking Institute, the initiative was designed as a five-month program structured in two phases. Participants first complete a foundation program covering core technology fundamentals, before progressing into specialized tracks aligned with the Bank's operational and technological requirements. This structure supports both broad-based technical readiness and more focused capability development in areas of strategic relevance.

The initiative also plays an important role in helping the Bank address technology talent shortages, reduce turnover in tech-related roles, and build a workforce capable of supporting digital transformation. Its broader objective is to strengthen access to skilled technology professionals who can respond confidently to changing market demands and the increasing need for specialized digital expertise within the financial sector. The academy has also delivered practical business value through participant contributions to strategic projects, including tokenization initiatives such as Apple Pay and Android Pay, the development of electronic forms and automated business processes, and enhancements to integration environments and system capabilities. These outcomes have supported stronger digital infrastructure, improved efficiency, better customer experience, and greater operational resilience.





Teller School

The Teller School Program is a mandatory onboarding initiative designed specifically for all newly hired frontline staff. It equips participants with the vital technical and behavioural skills required to excel in the teller role. The curriculum provides a deep understanding of standard banking policies, operational procedures, and strict regulatory compliance. Additionally, trainees learn advanced fraud detection techniques to protect the Bank's assets and prevent financial crime. Finally, the program instils high-quality customer service skills to ensure an exceptional experience for every client.



Summer Internship Program

The Bank supports youth development through its summer internship program, which provides undergraduate students with practical exposure to the banking sector and helps strengthen their professional readiness. Through this initiative, the Bank helped build a pool of 206 talented fresh graduates prepared to enter the workforce, while also creating an additional channel for identifying and engaging promising future talent.

Employees Training and Development

Employee development remained a core component of NBK - Egypt's human capital strategy in 2025, with training investments directed toward building functional capability, strengthening employee performance, and supporting business readiness. Total training hours reached 68,128 hours, reflecting a broad commitment to workforce development across the organization.

Women accounted for 41,589.6 training hours, equivalent to approximately 61.04% of total training hours, while men accounted for 26,538.4 hours, representing 38.96%. Average training hours also indicate a higher level of training exposure among female employees, at 36 hours per employee compared with 24 hours for male employees.

This distribution points to a strong investment in capability building across the workforce, with particularly high training intensity among female employees.

Training and skills development are guided by competency requirements specific to each function, helping ensure that learning interventions remain relevant to operational and professional needs. In addition to formal training, the Bank provides programs and support mechanisms aimed at upgrading employee skills and enhancing role-based readiness across different business areas. This approach supports both immediate performance requirements and longer-term workforce adaptability.

Mentorship Program

NBK - Egypt also continued to promote knowledge transfer and cross-generational collaboration through its mentorship program. In 2024, the Bank launched a targeted initiative designed to bridge generational gaps, promote knowledge sharing, and strengthen inter-organizational collaboration. The program engaged 70 high-performing employees selected based on their contribution and performance, creating a structured platform for development, experience sharing, and stronger internal connectivity. This initiative supported continuity in institutional knowledge while fostering a more collaborative and cohesive work environment throughout 2024, 2025 and will continue to be active until May 2026.

Future Leadership Program

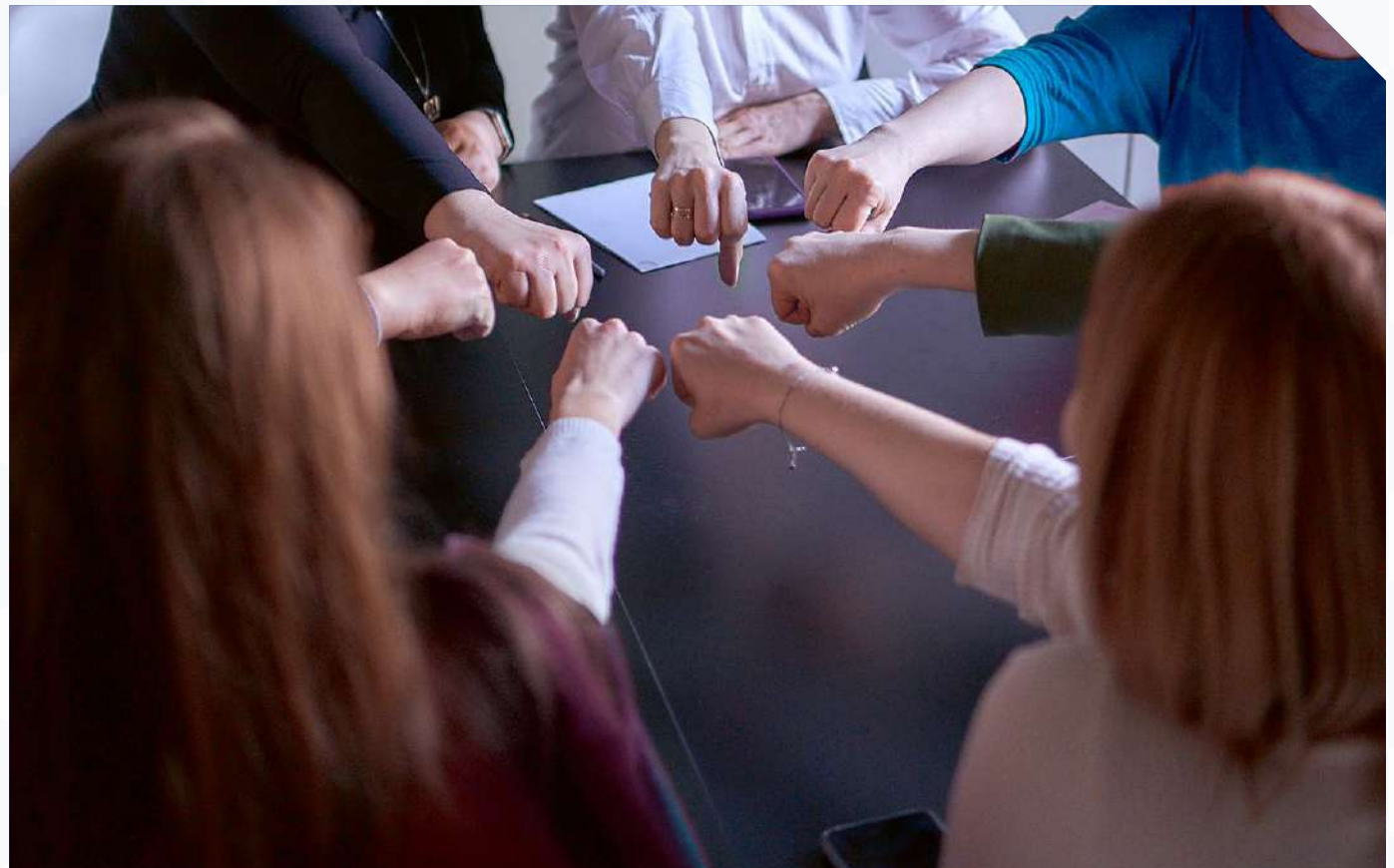
To develop and prepare senior managers for future challenges and opportunities, NBK - Egypt is continuing its Future Leadership Program. This initiative is designed to enhance leadership capabilities so as to ensure that managers have the necessary skills to navigate a dynamic financial landscape. In 2025, 3 participants were enrolled in the program.



Women Leadership Retreat

NBK - Egypt also advanced leadership development through a dedicated Women’s Leadership Retreat aimed at recruiting, retaining, and promoting women in leadership positions. The retreat brought together 40 senior female leaders in a program focused on leadership agility, resilience, and peer networking. Key activities included group coaching, collaborative workshops, and wellness sessions, with executive coaching support provided through Scope International.

The retreat strengthened the Bank’s leadership pipeline and supported gender diversity at senior decision-making levels. By investing in executive women, the program helped improve retention of high-potential talent, foster a more inclusive leadership culture, and reinforce stronger strategic alignment across departments. It also contributed to stronger internal relationships, greater collaboration, and a more unified leadership culture.



Trainings

ESG Training

Recognizing the growing importance of ESG practices, 2025 marked a vital year for NBK - Egypt with integrated ESG-related training into the Bank's annual training plan. In 2025, a total of 1,278 employees received such training across all employment levels.

Security Training

Training also extended to operational safety and control functions. Security personnel received formal training on the Bank's policies and specific procedures, supporting consistent application of requirements and reinforcing the Bank's broader approach to safety, preparedness, and operational discipline.

Anti-Corruption and AML Training

NBK - Egypt also continued to reinforce ethical conduct and compliance awareness through the communication of anti-corruption and anti-money laundering policies and procedures. These requirements were communicated to all employees eligible for such training, and 2,000 employees received anti-corruption and or AML training, reflecting broad organizational coverage and a strong emphasis on integrity, accountability, and regulatory compliance.



Performance Management

NBK - Egypt maintains a structured process for measuring employee performance and supporting career path development, reinforcing the link between individual contribution and the Bank's strategic objectives. Performance management serves as a key mechanism through which employee objectives are assessed, feedback is delivered, and development needs are identified, creating a clearer basis for progression and professional growth across the organization.

The Bank's performance management system is designed to ensure that employees contribute effectively to strategic priorities, recognizing that organizational performance is closely tied to the success of individual employees. The process includes annual performance evaluations, transparent ranking scales to promote fairness in assessment, and ongoing coaching and support to help employees align with business objectives. Together, these elements create a more structured and transparent performance culture while supporting development planning across different levels of the workforce.

Regular appraisal and feedback processes are embedded throughout the year. At the beginning of the cycle, objectives are shared and agreed upon, followed by a mid-year review and a final appraisal at year-end.

This approach helps ensure continuity in performance dialogue, gives employees clearer visibility over expectations, and supports more timely guidance on progress and improvement areas. It also strengthens the Bank's ability to connect performance outcomes with broader career development planning.

100% of the Staff Received Regular Performance and Career Development Reviews



Succession Planning

Succession planning remains an important component of NBK - Egypt's approach to workforce sustainability and leadership continuity. The Bank prioritizes internal talent development before offering vacancies externally, reflecting a deliberate focus on building leadership capacity from within and preserving institutional knowledge over the long term. This approach supports business stability while creating clearer development pathways for employees with the potential to assume critical roles in the future.

The succession planning approach is structured around the identification of high-potential employees for key roles through talent grids, alongside targeted development tools such as specialized training, mentorship, and job rotation. Through this framework, NBK - Egypt aims to:



Beyond immediate replacement planning, succession planning also supports longer-term workforce resilience by identifying ongoing replacement needs and linking them to targeted development actions. This helps accelerate career growth, improve retention, and contribute to the development of a future-ready executive pipeline capable of sustaining the Bank's strategic direction over time.

Employee Satisfaction and Engagement

Employee satisfaction and engagement remain important components of NBK - Egypt's approach to workforce well-being and organizational culture. The Bank maintains a structured process for assessing employee satisfaction through an engagement survey conducted every two years. This process helps evaluate workplace sentiment, identify areas for improvement, and guide the design of initiatives that respond to employees' needs and expectations. To support transparency and accountability, findings from the engagement survey are discussed with relevant internal personnel, and these discussions inform targeted action plans aimed at strengthening the employee experience and supporting continuous improvement.

Employee engagement is fostered through a broad range of staff activities designed to strengthen team spirit, promote a sense of belonging, and enrich the overall employee experience. These activities include:

1

**Ramadan
Sohour and
Bazaar**

2

**Summer
Giveaways**

3

**Football
Tournaments**

4

Ice Cream Day

5

**Youth Day
Celebration**

6

**NBK Digital
Era**

7

**Participation
in the Banks
Padel
Tournament**

8

**The Back-to-
School Bazaar**

9

**Mother's Day
and Women's
Month
celebrations**

10

**Celebrating the
Academic Excellence
of Employees'
Children Graduating
High School
(Thanaweya Amma)**

Team-Building Event

A highly impactful team-building event was organized, bringing together 1,800 employees from across the Bank. The event was filled with various activities aimed at fostering team cohesion and collaboration. We also arranged for a motivational speaker to come along and share valuable insights to inspire and motivate our employees.

Employee Volunteering and Community Engagement

Employee involvement in volunteering activities is also recognized and encouraged as part of NBK - Egypt's broader engagement approach. The Bank facilitates employee awareness of volunteering initiatives with charitable partners and establishes such engagement activities on a yearly basis. This helps strengthen employee participation in community-oriented initiatives while reinforcing a culture of shared purpose and social contribution across the workforce.



Breakfast with the Managing Director

NBK - Egypt also supports employee engagement through direct dialogue between employees and senior leadership. This includes Breakfast and Lunch sessions with the Managing Director, designed to promote openness, strengthen communication, and give employees the opportunity to share feedback, raise concerns, and contribute ideas for improvement. During the year, 15 rounds of these sessions were organized. This was further supported by a newer initiative through which the Managing Director and Senior Executive Teams held dedicated meetings with employees across different functions, helping create stronger two-way communication and reinforcing a culture of inclusion and engagement.

Management Visits

NBK - Egypt's Management conducted regular visits to branches during 2025, engaging in discussions on strategy and performance while fostering a sense of belonging among branch staff. These visits aimed to enhance employees' self-esteem, confidence, and alignment with NBK - Egypt's vision as valued team members.

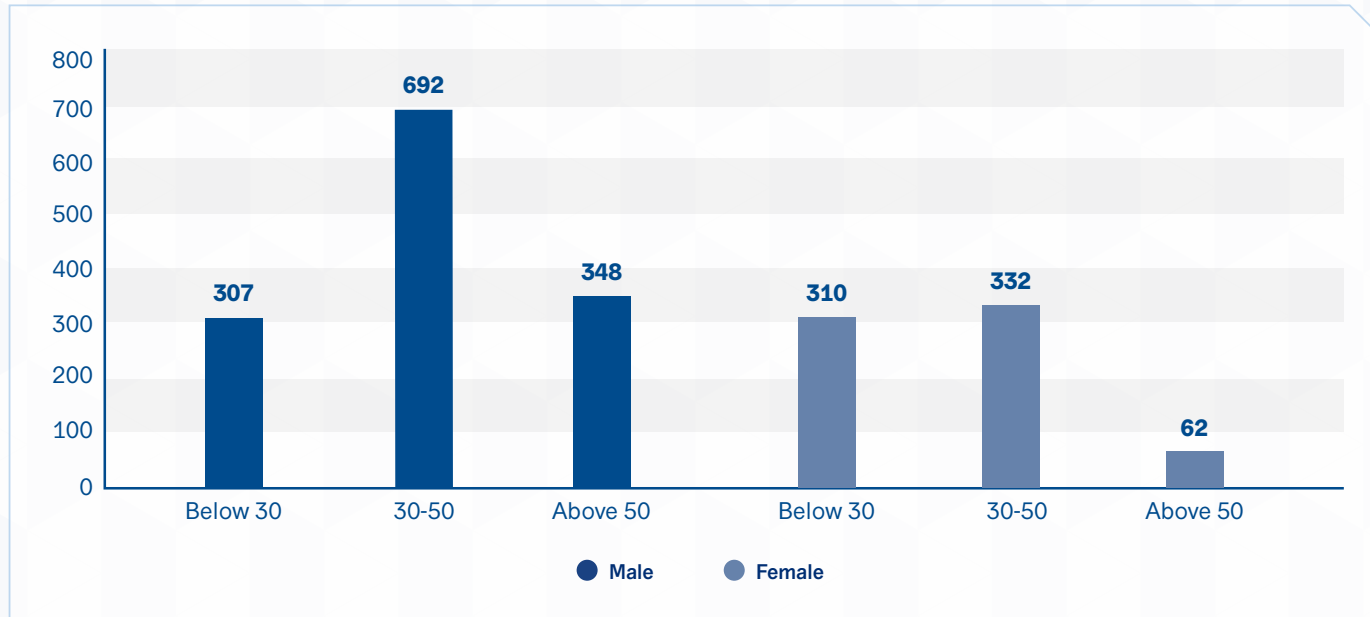
Diversity and Inclusion

Employees Demographics

NBK - Egypt's workforce reached 2,051 employees in 2025, reflecting a fully local employee base, as all employees, including senior management, were Egyptian. This demonstrates a wholly national workforce structure and highlights the Bank's role in supporting domestic employment and contributing to the development of local human capital.

Workforce composition shows a balanced mix of experience and gender representation, with 704 female employees accounting for 34.32% of the total workforce and 1,347 male employees representing 65.68%. From an age perspective, employees aged 30 to 50 formed the largest segment of the workforce at 49.93%, followed by employees below the age of 30 at 30.08%, while employees above the age of 50 represented 19.99%. This distribution indicates a workforce anchored by a strong mid-career population, while also maintaining representation across younger and more experienced age groups.

Workforce by Gender and Age



This age distribution provides a strong foundation for a workforce shaped by diverse perspectives and varied professional experience, which supports more balanced decision-making across the Bank, knowledge continuity, succession planning, and the development of a more resilient internal talent pipeline for future leadership and critical roles.

NBK - Egypt's employees are divided into senior, middle management and non-management levels, as shown in the table below.

Workforce by Management Level	Allocation
Senior Management	81 (4%)
Middle Management	496 (24%)
Non-Management	1474 (72%)
Total	2051 (100%)

The Bank's workforce structure shows strong female representation, where women represented 38.06% of non-management employees, 28.40% of senior management and 24.19% of middle management.

From an age perspective, in senior management, 64.79% of employees were aged 30 to 50 and 35.21% were aged 51 and above. While in middle management, 60.08% of employees were aged 30 to 50 and 39.11% were aged 51 and above. Moreover, 44.71% of non-management employees were aged 30 to 50, 41.79% below the age of 30, and 13.50% aged 51 and above, reflecting a broader base of younger talent.

Temporary or contractor employees accounted for 74% of the workforce in 2025. This reflects a workforce structure in which temporary and contractor roles contribute materially to supporting operational requirements.

Workforce by Employment Type		Allocation
Permanent	530	26%
Contractor/ temporary	1521	74%
Sum	2051	100%

Employees with Disabilities

In 2025, NBK - Egypt had a total of 13 employees with disabilities. All employees with disabilities were employed locally, reinforcing the domestic focus of the Bank's employment practices and indicating that disability inclusion is reflected within its Egyptian operations. This is further supported by the Bank's commitment to increasing the representation of employees with disabilities across different job roles and levels.

At NBK - Egypt, we focus on fostering a diverse workforce with strong female representation, and a dedication to attracting younger talent, ensuring depth and continuity and strengthening our ability to balance renewal, experience, and long-term capability building.

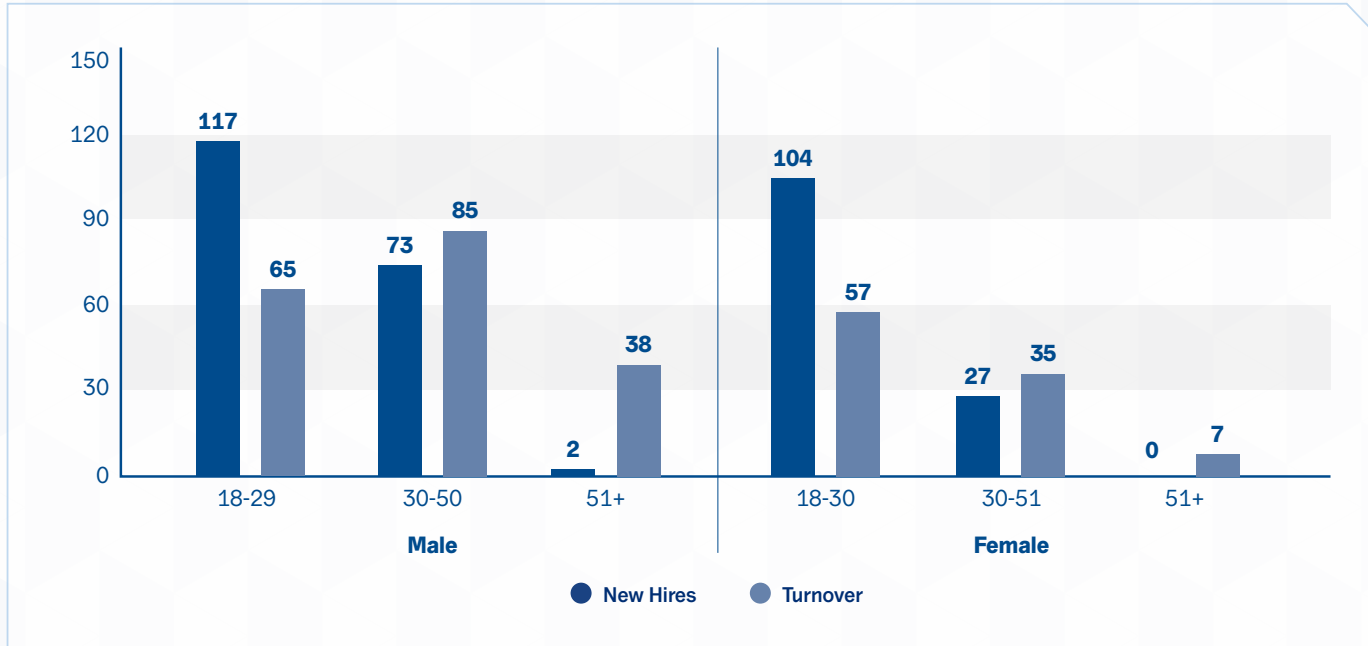
Turnover and New Hires

During 2025, NBK - Egypt hired 323 new employees, which reflects our dedication to continued workforce renewal and expansion. 59.44% of our new hires were male and 40.56% were female. This year, we recorded a net increase of 36 employees in 2025. Full-time employee turnover stood at 18%, while voluntary turnover reached 14%.

Age	New Hires	Allocation	Turnover	Allocation	Net Change
18-29	221	68%	122	43%	99
30-50	100	31%	120	42%	-20
51+	2	1%	45	16%	-43
Total	323	100%	287	100%	36

Gender	New Hires	Allocation	Turnover	Allocation	Net Change
Male	192	59%	188	66%	4
Female	131	41%	99	34%	32
Total	323	100%	287	100%	36

New Hires and Turnover by Gender and Age



Exit Interview Insights

The HR department conducts exit interviews with all employees who choose to leave NBK - Egypt to assess their overall experience and identify weaknesses and opportunities to improve the Bank's retention rate.

Occupational Health and Safety

Occupational health and safety also forms an important part of NBK - Egypt's employee support framework. The Bank has an occupational health and safety management system in place, reflecting a structured approach to protecting employee well-being and maintaining a safe working environment. The system was implemented in response to regulatory and official authority requirements and is also aligned with recognized risk management and management system standards and guidelines. This indicates that occupational health and safety is addressed through both compliance-driven and risk-based management approaches.

The Bank also provides occupational health and safety training to employees, supporting awareness of workplace health and safety requirements and reinforcing a culture of prevention, preparedness, and employee protection across its operations. Together, these benefits reflect a broad-based approach to employee support that goes beyond conventional compensation, reinforcing employee well-being, financial stability, and alignment with the Bank's wider sustainability priorities.



Digital Transformation

NBK - Egypt leverages digitalization as a strategic driver of service excellence and operational efficiency. Across Corporate, SME, and Retail banking, advanced digital tools streamline processes, accelerate turnaround times, and broaden accessibility, ensuring a seamless customer experience. Guided by a clear and cohesive three-year strategy aligned with the Group, NBK - Egypt's digital transformation is designed to make banking more convenient, efficient, and responsive, empowering customers to complete transactions, access services, and manage their finances with unmatched speed, flexibility, and ease.

NBK - Egypt aims to optimize service delivery and reduce processing time across key banking activities. As part of our strategy, we prioritize optimizing service delivery, reducing processing times, and enabling faster, and where possible, instant fulfilment across key banking activities. This includes modernizing platforms and customer-facing channels through the adoption of advanced technologies, while leveraging the Group's award-winning digital frameworks to deliver consistent, innovative, and reliable banking experiences.

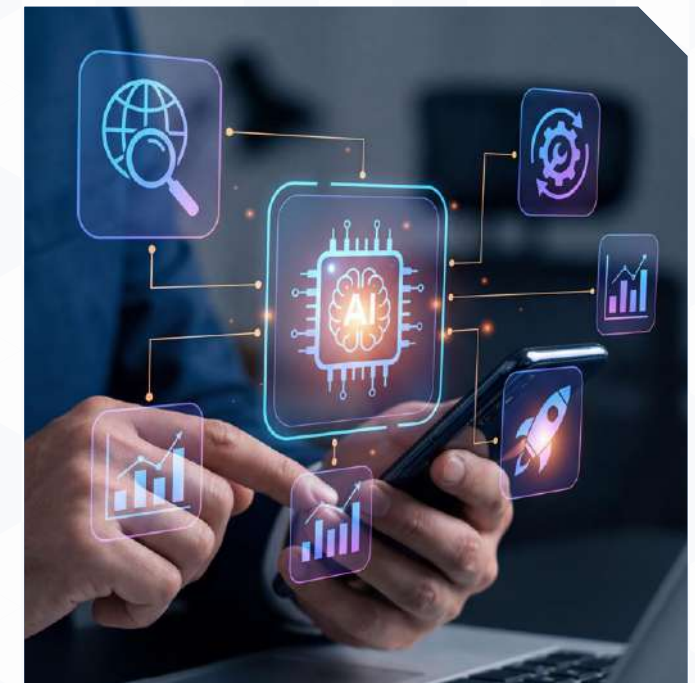
As customer expectations continue to evolve, NBK - Egypt continues to expand its digital ecosystem through integration with regulated third-party service providers and the adoption of a mobile-first approach.

Building on this strategic direction, NBK - Egypt developed a roadmap to translate these priorities into action. This roadmap focuses on several priority transformation areas including:

- 1 Unsecured Lending automated process that will minimize TAT (Turnaround Time) for customers enabling instant decision for unsecured lending
- 2 Mobile banking
- 3 Digital auto-retrieval of customer specimen cards for controlling customer signatures to be auto-linked to each customer account
- 4 ATM Fleet Upgrade & Replacement with Advanced Technologies Including Interactive Teller Machines (ITMs)

NBK - Egypt's roadmap is designed to make everyday banking faster, more intuitive, and increasingly self-service driven. Each digital initiative at NBK - Egypt is implemented through a structured framework with clearly defined milestones and measurable objectives.

Prior to launch, every project is supported by a detailed business case outlining expected outcomes and performance indicators. Progress is continuously monitored throughout the project lifecycle and after implementation and completion, ensuring that each initiative delivers its intended value and contributes to overall operational improvement.



Risk Management Across Digital Initiatives

As digital capabilities expand, NBK - Egypt maintains a strong focus on risk management. The Bank identifies and assesses risks associated with each initiative, including:



Risk evaluation is fully integrated throughout the lifecycle of every initiative. During the business case development phase, relevant control functions, including Operational Risk, IT Risk, Information Security, IT, Legal, and Compliance, are actively engaged to ensure comprehensive risk identification and alignment from the outset.

This oversight continues before and throughout implementation, with appropriate controls established and monitored to address emerging risks. Prior to go-live, all projects undergo rigorous assessments to confirm operational readiness and full compliance with internal policies and regulatory requirements.

Beyond implementation, all live digital services are subject to continuous risk assessments. This ongoing monitoring ensures sustained reliability, security, and adaptability in an evolving digital landscape.

Key Achievements

Over the past three years (2023–2025), NBK - Egypt has delivered a range of digitalization initiatives that have significantly enhanced service delivery, improved operational efficiency, and expanded customer access to banking services. These efforts have played a key role in simplifying customer interactions, reducing reliance on manual processes, and strengthening the overall reliability and responsiveness of the Bank’s services. Key initiatives included:

- End-to-end digital transformation of secured lending products (loans and credit cards), with full integration into Core Banking systems and Credit Bureau services, reducing processing time and improving efficiency
- Launch of a unified online complaints e-form through the Bank’s website, improving accessibility and standardization of customer feedback channels
- Implementation of two-way SMS services, enabling card activation (debit and credit), as well as facilitating easy payment plans and cash installment options from credit card limits through automated processes
- Integration with InstaPay, followed by the rollout of Instant Payment Network (IPN) services across digital channels, enabling faster and more seamless fund transfers
- Introduction of a WhatsApp Business chatbot, providing customers with instant access to NBK - Egypt’s public information

In addition, the implementation of the Loan Origination System (LOS) contributed to a 50% reduction in printed materials, supporting both operational efficiency and environmental considerations.

Future Outlook

NBK - Egypt is set to accelerate its digital transformation journey through a pipeline of strategic initiatives as part of its structured digital roadmap aligned with the broader group strategy, focusing on building a more agile, data-driven, and customer-centric operating model.

1

Launch of a new mobile banking application with expanded self-service capabilities, enabling customers to access a wider range of services without visiting the branch

2

Introducing card tokenization, starting with Apple Pay, to support secure and seamless digital payments

3

Instant booking of secured loans and credit cards in branches, reducing processing time and improving customer experience

4

Using WhatsApp for marketing campaigns, offering more accessible communication channels

5

Introducing IVR PIN self-registration and authentication, simplifying customer verification processes

6

Automated publication of Mutual Fund Unit prices on the Bank’s website, improving transparency and access to information

Pillar 4: Investing in Our Communities

- Customer Experience and Quality Excellence
- Privacy and Data Security
- Financial Inclusion
- CSR and Community Support



Customer Experience and Quality Excellence

NBK - Egypt places strong emphasis on delivering a seamless, accessible, and high-quality customer experience across its service channels. Access to service points, particularly branches, is strategically designed to ensure customer convenience through a well-distributed network in key locations, offering comprehensive banking services such as cash withdrawals, deposits, account management, and personalized financial assistance. These branches are supported by modern facilities and advanced technologies that enhance service efficiency and strengthen the overall customer experience. Continuous expansion and upgrades further reflect NBK - Egypt's commitment to responding to evolving customer needs while maintaining high standards of comfort, security, and accessibility.

To uphold service quality and drive continuous improvement, NBK - Egypt applies a range of assessment methodologies tailored to each customer touchpoint, ensuring a thorough evaluation of the different ways customers interact with its services. These methodologies form part of a structured framework for monitoring customer experience and identifying opportunities for improvement across physical, digital, and assisted service channels. In this context, customer experience is mainly monitored through five KPIs:



Customer Satisfaction

NBK - Egypt uses different survey methodologies (Phone, QR, IVR, digital, etc.) across customer segments to assess satisfaction levels and capture feedback on service experience across multiple channels.



Service Quality Visits

Unannounced branch visits are used to assess staff interactions, service delivery, and branch ambiance, helping strengthen the quality and consistency of the in-person banking experience.



Complaints Management

Post-resolution surveys are used to evaluate customer satisfaction with the complaint-handling process and to identify areas where responsiveness and service recovery can be further improved.



Mystery Shopping

Independent evaluators assess service quality across branches, staff interactions, and contact center touchpoints, providing objective insights that support ongoing service enhancement.



QR Survey

A QR-based survey mechanism is available across branches, ATMs, and cards, with QR leaflets also distributed to customers in branches, creating an accessible and immediate feedback channel.

These mechanisms are complemented by other touchpoint-specific assessment tools, including vendor assessments for ATMs, and service-level monitoring for social media. Together, this tailored approach supports a comprehensive understanding of customer needs and expectations, strengthens service responsiveness, and reinforces NBK - Egypt's commitment to quality excellence across the customer journey.

Customer Complaints Handling

Efficient complaint handling remains an important element of NBK - Egypt's customer experience framework. To ensure accessibility and transparency, information on complaint submission channels is made available across branches through dedicated posters and complaint boxes and is also published on the Bank's website under customer awareness. Customers can raise feedback and complaints through multiple channels, including the call center, internet banking, mobile banking, the website, QR codes available in branches, and social media platforms.

Once a complaint is submitted, a tracking number is sent to the customer by SMS, enabling follow-up on the status of the case and supporting a more transparent resolution process. Complaints are managed in line with the Customer Protection Rights CPR SOP, which provides a structured process for consistent handling, investigation, and resolution. Each case is reviewed with the relevant department, after which findings are assessed and communicated to the customer before being recorded in the system. To further strengthen service quality, the quality team conducts satisfaction surveys for all valid complaints, helping assess the effectiveness of the complaint-handling cycle and identify areas for further improvement.

The Bank's compliance functions minimize malfunctions, including customer grievances. Complaints are received and recorded on the CRM system, with a tracking number sent to customers for reference and follow-up, reviewed by the CPR team, and then sent to the concerned departments for investigation and response.

The Bank follows a clear process to oversee the resolution by thoroughly examining complaints within the relevant area, reviewing feedback, and communicating the validity resolution to the CPR Manager for monitoring and approval.

The quality assurance team then reviews the closed cases daily, as per CBE instructions, while verifying relevant policies and procedures. In 2025, a total of 9,241 complaints were received via various reporting channels:

CBE	617
Call Center	7,954
Email	187
Branches/QR	243
Social Media	9
Web site/IB	110
IBG/Kuwait	108
Top Management	4
Walk in	9
Total Complaints Received	9,241

A total of 617 customer complaints were submitted through the CBE during the reporting period. The main concerns raised centered around technical issues with SMS services and incomplete or unclear information related to asset products.

To resolve the former, NBK - Egypt adopted a targeted management approach that included changing the SMS service provider and upgrading service quality to ensure more consistent and reliable customer communication.

In response to feedback on asset product transparency, the Bank introduced a comprehensive welcome letter (now included with all loan documents).

This initiative aims to enhance clarity, disclosure, and customer understanding of the terms and conditions of asset-related offerings. As part of the Bank's ongoing commitment to customer satisfaction and regulatory compliance, 226 cases (approximately 2% of the total complaints received) resulted in customer compensation.

	Number of Closed Complaints	Valid	Invalid
2022	3758	1461	2297
2023	3758	2323	3469
2024	8632	3263	5369
2025	9165	2586	6579

Case Study: Reducing Complaint Resolution Turnaround Time

NBK - Egypt continued to strengthen its customer rights and service quality practices through a focused initiative aimed at reducing the turnaround time for complaint resolution and improving satisfaction among customers whose concerns had been addressed. The initiative was particularly important in supporting overall customer satisfaction among complaining customers, with the objective of transforming negative service experiences into more positive outcomes that foster trust, loyalty, and customer advocacy.

While the turnaround time set by the Central Bank of Egypt for complaint resolution is 15 working days, NBK - Egypt established a more ambitious internal target of achieving an average resolution time of no more than four working days, while aiming for more than 80% of cases to be resolved within seven days. This reflects the Bank's proactive approach to customer care and its commitment to resolving concerns in a timely and effective manner.

The initiative contributed to enhancing the experience of frustrated customers by improving responsiveness and reinforcing the Bank's ability to address complaints efficiently. Faster and more effective complaint handling supports stronger and more sustainable customer relationships, while also encouraging positive word of mouth and greater confidence in the Bank's service standards.

One of the main challenges encountered during implementation was the need to ensure timely coordination across multiple internal stakeholders, as complaint resolution often required collaboration among different departments. This challenge was addressed through effective communication and closer coordination across the Bank's functions, helping streamline response processes and improve resolution timeframes.

Further reflecting the Bank's leadership in this area, NBK - Egypt was selected to participate in the pilot phase of the Central Bank of Egypt's Customer Rights training initiative, as communicated by the Bank's relationship manager during a Webex meeting. This recognition highlights NBK - Egypt's strong practices in customer rights protection and its broader commitment to continuous improvement in customer experience.



Customer Awareness

NBK - Egypt continues to promote customer awareness by regularly sharing educational content across its social media platforms. On a monthly basis, the Bank publishes 2 awareness posts aimed at informing customers of their rights and encouraging more informed and responsible engagement with banking services.



Employee Awareness

NBK - Egypt's T&D function works closely to strengthen employee awareness of customer rights. This includes the delivery of dedicated training programs through both in-class induction sessions and online learning modules, ensuring that employees are equipped to uphold customer protection standards in their day-to-day interactions.



Privacy and Data Security

Comprehensive Data Privacy and Cybersecurity Framework

NBK - Egypt maintains a comprehensive set of policies and procedures to ensure the protection, confidentiality, integrity, accountability and responsible handling of customer data. This framework is anchored by the Personal Data Privacy Policy, which sets out the principles and controls governing the collection, use, retention, and protection of personal data, alongside mechanisms for access control, privacy compliance audits, and the secure handling of information across the Bank's operations. Complementing this framework, additional policies such as the Information Security, Information Technology Access, Operational Risk Management Policy and the Information Classification Policies support the controlled granting, review, and revocation of access rights, ensuring that sensitive information is handled only by authorized personnel on a need-to-know basis and in line with the principle of least privilege.

Cyber Security Governance and Oversight

Cybersecurity governance is embedded within the Bank's enterprise-wide risk management framework and is overseen at the highest levels of management through dedicated governance structures, including the Information and Cyber Security Governance Committee. Assuring establishing policies, standards, and controls aligned with internationally recognized frameworks such as ISO/IEC 27001, NIST Cybersecurity Framework, and PCI DSS, as well as local regulatory requirements including the Central Bank of Egypt Cybersecurity Framework. The Bank has successfully obtained and maintains both PCI DSS Certification and PCI PIN Certification, demonstrating its commitment to securing cardholder data and sensitive authentication information in line with global standards.

Transparency and Customer Rights

In line with its commitment to customer trust and regulatory compliance, NBK - Egypt also maintains a publicly available [Privacy Statement](#) that communicates the Bank's approach to data privacy and security and informs customers of their privacy rights and the measures in place to protect their information. The Privacy Statement also explains how personal data is collected, used, shared, and protected across interactions with the Bank's digital services and physical branches. It distinguishes the types of personal data collected both voluntarily and automatically (e.g., through cookies or technical website interactions), and describes data received from third-party sources and the circumstances under which such data are processed. Oversight of privacy-related matters is supported by a designated Data Protection Officer, while a dedicated Customer Rights Protection mailbox enables customers to raise privacy-related inquiries and concerns, which are reviewed and escalated for appropriate resolution through established internal channels.

Technical Protections and Data Management

NBK - Egypt has implemented comprehensive safeguards to protect personal data from unauthorized access, misuse, loss, or disclosure. These safeguards include:

- **Access Management:** Secure storage arrangements, encryption, controlled system interfaces, and role-based access controls (RBAC) supported by approved user security matrices.
- **Technical Solutions:** Tools such as Network DLP (Data loss prevention), Host DLP (Data Loss Prevention), and Data Rights Management solutions further strengthen the Bank's ability to monitor, control, and protect sensitive information across its operating environment.
- A data minimization approach is also applied, whereby data is collected for defined and legitimate purposes and retained only in line with business, legal, and regulatory requirements.
- **Accountability:** Data assets are classified according to their sensitivity, with designated data owners responsible for overseeing their collection and continued retention.

The Bank's privacy framework also recognizes the rights of data subjects in relation to their personal data. These include the right to be informed, the right of access, the right to data portability, the right to rectification, the right to erasure, the right to restrict processing, and the right to object to certain forms of processing, including profiling and direct marketing, subject to applicable legal and regulatory requirements. Through these measures, NBK - Egypt seeks to promote transparency, strengthen accountability, and provide customers with greater confidence in how their personal information is managed.



Third-Party Oversight and Cybersecurity Resilience

Privacy and security expectations also extend to third-party relationships. Where external parties may interact with sensitive information, they are required to comply with applicable confidentiality obligations Non-Disclosure Agreements (NDA), Third-Party Access Underwriting Agreements (TPAUA) and Network Access Agreements (NAA), non-disclosure undertakings, and security protocols designed to preserve data confidentiality and integrity. Assurance over these arrangements is further supported through audit and monitoring rights over relevant third parties and service providers, alongside periodic assessments conducted by the Information Security function.

Cyber Resilience and Business Continuity

Cybersecurity remains a core component of NBK - Egypt's wider data security framework. The Bank draws on multiple threat intelligence sources, including alerts and circulars issued by the **Central Bank of Egypt (CBE)**, the Financial Services Information Sharing and Analysis Center, and security advisories from technology providers, to identify emerging threats and strengthen preparedness.

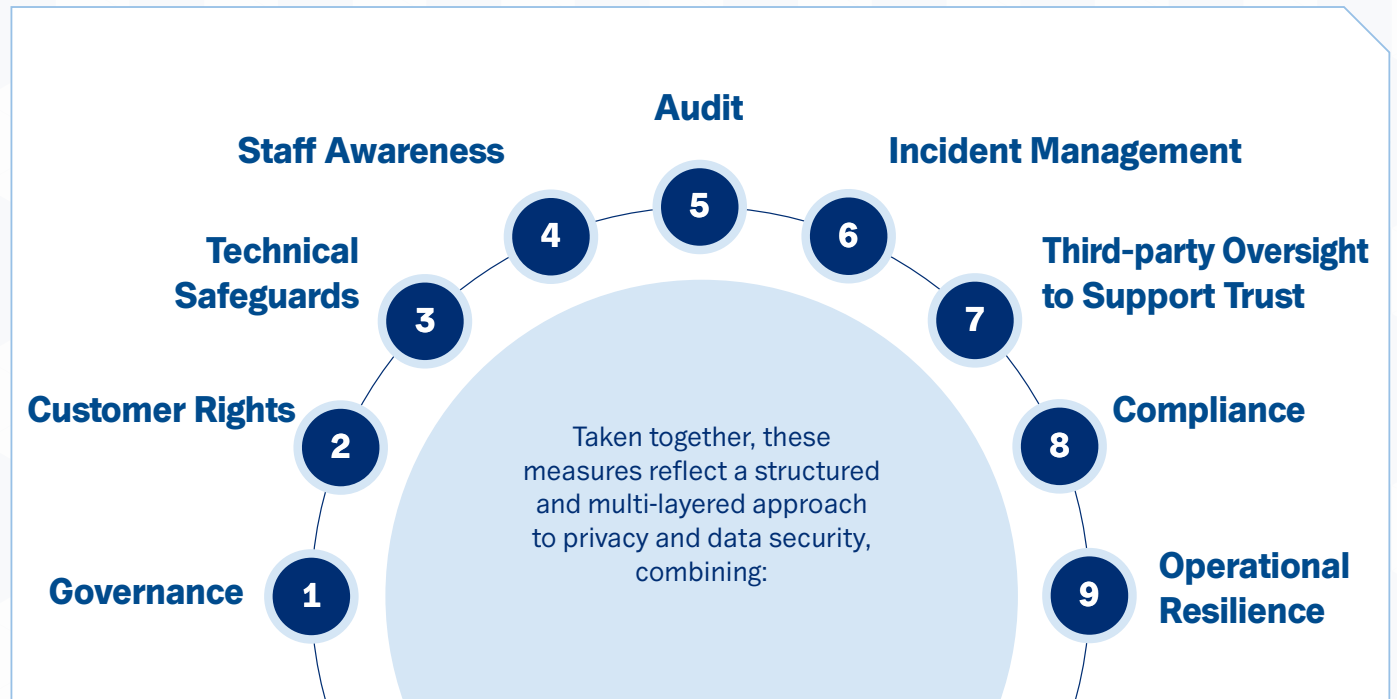
A **Cybersecurity Incident Response Plan** and related procedures are in place to support the effective identification, containment, mitigation, recovery, and post-incident evaluation of security events, thereby enhancing operational resilience and protecting customer information. In cases involving privacy-related misconduct or violations, disciplinary measures are addressed in accordance with the Bank's Human Resources policies and procedures.

In addition to disaster recovery capabilities, and business continuity management aligned with regulatory requirements and industry best practices. Critical systems are supported by tested disaster recovery plans, with regular exercises conducted to validate recovery objectives and ensure operational readiness.

Continuous Assurance

Assurance over the effectiveness of the privacy and security control environment is reinforced through regular internal, external, and regulatory audits, as well as ongoing risk assessments overseen by relevant control functions. Employee awareness also remains an important line of defence, with training and internal processes supporting sound data handling practices and secure system usage across day-to-day operations. In addition, the Bank has continued to strengthen its internal reporting channels for security-related incidents, supporting timely escalation and response where required.

This overall framework is further supported by recognized security standards and certifications. **PCI-DSS Certification** remained in place in 2025, demonstrating its commitment to maintaining robust controls for the protection of sensitive payment card information and payment-related processes.



In addition, our privacy-enhancing technologies and initiatives include Network DLP, Host DLP, Data right management.



NBK - Egypt provides ongoing security training and awareness programs for employees each year to enhance their understanding of data protection and cybersecurity best practices.



NBK - Egypt conducts regular risk assessments to identify and mitigate potential threats, aligning with the Information and Cyber Security Policy.

Data Privacy Policy

NBK - Egypt views ethical data stewardship as a fundamental mandate. For data collection efforts to be rooted in an ethical manner the Bank applies a Data Privacy Policy, managed by a Data Protection Officer (DPO), in order to safeguard customers' data and build their confidence in navigating our systems and services. The Data Protection Policy adheres to the globally recognized Payment Card Industry Data Security Standard, proving the Bank's due diligence in applying security controls when handling cardholder data.

The Data Protection Policy includes mechanisms such as Information Classification, Information Security, Information Technology and Operational Risk Management Policies. The Privacy Statement embedded in the policy outlines how personal data, both voluntary and automatic, is collected, used, shared, protected and processed by NBK - Egypt's digital services, physical branches or transferred outside of Egypt where required for business purposes.

The privacy notice covers a broad range of data subjects, including customers, employees, website visitors, and contingent workers whose personal data are processed by NBK - Egypt and explains their data rights regarding the control of their data. Incident response plans for breaching incidents are implemented and are in line with CBE and NBK - Egypt standards and disciplinary measures for privacy violations are handled as per Human Resources polices & procedures. The Data Protection Policy applies to third parties and service providers as well where assessments are conducted by the Information Security department.

Financial Inclusion

In line with the Central Bank of Egypt's guidelines, NBK - Egypt formally launched its Financial Inclusion Strategy in May 2020, establishing a more structured framework for expanding access to financial services among underserved and marginalized segments. This step built on the Bank's existing practice of aligning its operations with CBE policies and directives, including the implementation of an annual financial inclusion plan approved by the Board and shared with the regulator. The launch of the strategy marked an important milestone in strengthening the Bank's institutional approach to financial inclusion and embedding it more clearly within its broader business and social priorities.

In 2021, NBK - Egypt's Financial Inclusion Department continued advancing this agenda through four initiatives implemented within the CBE's financial inclusion framework. These efforts reflected a proactive approach to widening access to financial services while strengthening the Bank's role in financial education and community engagement.

Alongside these initiatives, the Bank developed new online training materials and conducted live question-and-answer sessions to enhance employees' understanding of financial inclusion and improve their ability to engage effectively with target segments. The Bank also expanded its financial literacy efforts through awareness sessions delivered in remote areas, clubs, youth centers, and universities, including the Faculty of Economics and Political Science at Cairo University. These activities helped extend the reach of financial knowledge to a broader cross-section of society and reinforced the Bank's commitment to inclusive economic participation.

In 2022, NBK - Egypt further strengthened its financial inclusion efforts by participating in six initiatives under the CBE framework and by formally adopting the annual CBE National Scope Plan for Financial Inclusion. This reflected a more integrated and systematic approach to aligning the Bank's financial inclusion activities with national priorities.

During the year, the Bank introduced the Individual Financial Inclusion Account, designed for individuals falling within the financial inclusion segment, and the Micro-Enterprise Financial Inclusion Account, which was initiated by the CBE to provide banking access to business owners and craftsmen, including those with limited formal documentation. NBK - Egypt also launched the Women's Savings Account Laki, broadening its portfolio of products tailored to different social and economic needs.

These product developments were accompanied by continued investment in employee training materials, live internal awareness sessions, and external financial literacy campaigns in remote communities and universities. Together, these efforts reflected a growing emphasis on combining product accessibility with education and awareness as complementary pillars of financial inclusion.

In 2023, NBK - Egypt maintained its momentum by continuing to participate in six CBE financial inclusion initiatives, sustaining a steady pace of outreach and engagement across different segments of society.

The Bank also continued delivering financial literacy sessions in clubs, youth centers, universities, and remote areas, further reinforcing the importance of financial education as a driver of economic empowerment.

The consistency of these efforts demonstrated the Bank's commitment to evolving its financial inclusion approach over time, not only through broader service outreach but also through continued investment in knowledge-building and community engagement. This helped strengthen the Bank's contribution to a more inclusive financial ecosystem and reflected an ongoing focus on reaching individuals and communities that may face barriers to accessing formal banking services.



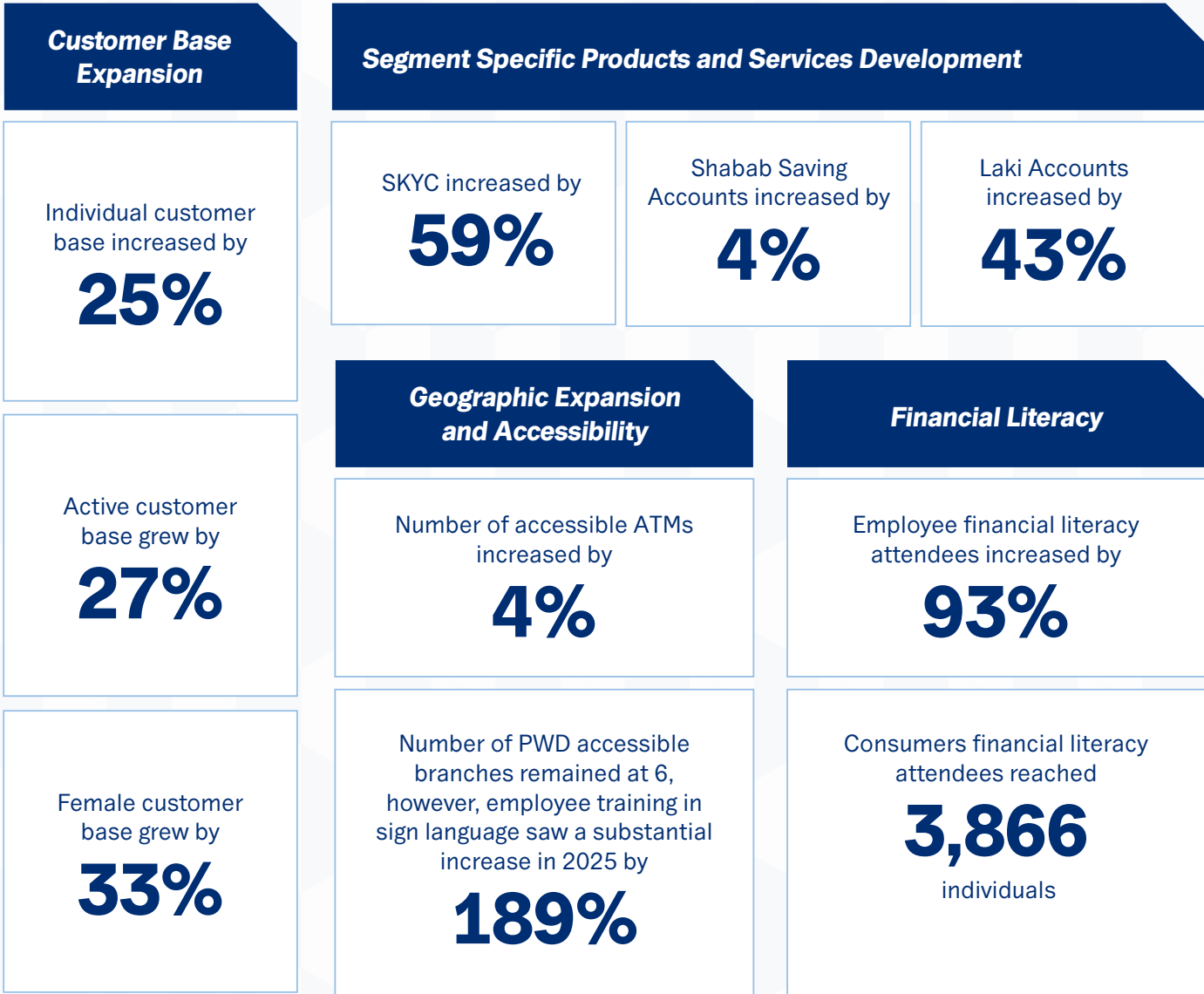
In 2024, NBK - Egypt expanded its financial inclusion efforts through a protocol agreement with the Micro, Small and Medium Enterprises Development Agency MSMEDA, strengthening its contribution to national financial inclusion objectives. This partnership enabled the Bank to participate in six financial inclusion initiatives and broaden its outreach to underserved segments, with a particular emphasis on facilitating access to basic banking services and increasing engagement in areas with lower levels of financial access.

Special focus was placed on rural and underserved communities, including branch-led activities in locations such as Khanka in Qalyubia. The collaboration with MSMEDA played an important role in supporting significant growth in financial inclusion accounts, which increased by 80% during the year. Financial literacy efforts also expanded, with 2,366 participants attending financial education sessions, compared to 1,872 participants in 2023.

A notable highlight of the year was the organization of a product exhibition at the Bank's Head Office, where microproject owners supported by MSMEDA were able to showcase and sell their products. This initiative helped promote entrepreneurship and financial independence while also creating a practical platform to connect micro-entrepreneurs with wider audiences. Overall, 2024 reflected a stronger partnership-driven approach to financial inclusion, combining account expansion, literacy, and enterprise support.

NBK - Egypt is committed to empowering all segments of society through accessible, equitable, and inclusive financial services. This commitment is reflected in the consistent implementation of its Financial Inclusion Strategy over the past three years and the continuing efforts in 2025.

Structured around four main pillars, the strategy focuses on expanding the customer base, developing products and services tailored to the needs of specific segments, enhancing geographic reach and accessibility, and promoting financial literacy.



Monitoring and Measuring Progress

NBK - Egypt monitors the effectiveness of its financial inclusion efforts through a structured system of performance measurement, stakeholder feedback, and continuous refinement. This approach supports the ongoing evaluation of progress and helps ensure that inclusion initiatives remain responsive to community needs and aligned with strategic objectives. Key monitoring mechanisms include:

- **Data Monitoring:** Regular analysis and reporting of relevant KPIs, supported by benchmarking against industry standards to assess performance and identify areas for improvement.
- **Customer Feedback:** Focus groups with underserved segments to gather qualitative insights, deepen understanding of barriers to access, and identify evolving customer needs.
- **Training Evaluation:** Ongoing assessment of financial literacy and inclusion-related training for both employees and consumers, including specialized initiatives such as sign language programs.
- **Continuous Improvement:** Refinement of the financial inclusion strategy based on stakeholder feedback, performance insights, and changing community needs.

In 2025, NBK - Egypt strengthened its financial inclusion approach through a partnership-led outreach model aimed at expanding access to banking services and improving financial awareness among underserved segments. By working with financial, educational, social, and community-based entities, the Bank sought to increase account opening, extend banking services, and provide financial knowledge in line with its financial inclusion strategy.

This approach reflected the understanding that effective financial inclusion depends not only on product availability, but also on trusted local engagement and the ability to reach people in accessible and familiar settings. During the year, NBK - Egypt partnered with MSMEDA, the Dr. Farouk El-Baz Foundation, Thebes Academy for Sciences and Technology, Alexandria Businessmen Association, Omnia Masr Institution, and several sporting and community clubs. These partnerships supported outreach across Cairo, Giza, Alexandria, Mansoura, Port Said, and Sohag.

The Bank's activities remained aligned with the six annual financial inclusion initiatives mandated by the Central Bank of Egypt: International Day for Women, Arab Day for Financial Inclusion, International Day for Youth, Farmer's Day, Financial Inclusion Week and International Saving Day, and People with Special Needs. Through these occasions, NBK - Egypt delivered targeted financial education and outreach activities tailored to different stakeholder groups.

As part of International Day for Women, outreach was conducted with the Federation of Egyptian Industries through the Chamber of Ready-Made Garments and Furnishings. Under Arab Day for Financial Inclusion, activities took place at Thebes Academy and in Al-Asmarat in cooperation with the Dr. Farouk El-Baz Foundation. International Day for Youth initiatives were held through the Asmarat Neighborhood Development Club, Pyramids Regency Hotel, and Alexandria Yacht Club.

Farmer's Day activities were conducted in Bashayer Al-Khair through the Businessmen Association Center, as well as at Heliopolis Sporting Club and The HUB on the North Coast. During Financial Inclusion Week and International Saving Day, outreach was carried out at Thebes Academy and Shooting Sporting Club. In support of People with Special Needs, initiatives were also organized at Nile University, Geziret El Ward Sporting Club, and Sohag Sporting Club.

These efforts were supported by a practical service delivery model focused on reducing barriers to entry and improving access to formal banking tools. Particular emphasis was placed on facilitating account opening with simplified requirements and promoting Meeza cards to support everyday transactions, governmental payments, and wider financial participation.

NBK - Egypt also strengthened its public-facing presence through on-ground activations in District 5, Mall of Egypt, City Centre Almaza, Arkan Mall, and Marassi, helping expand awareness, customer engagement, and access to services beyond traditional branch settings.

Overall, the 2025 model demonstrates how coordinated partnerships, targeted awareness efforts, and broader physical outreach can advance financial inclusion more effectively. It reflects an integrated approach that combines education, accessibility, and service delivery, while helping address persistent barriers among segments that remain hesitant to engage with formal banking channels.



CSR and Community Support

NBK - Egypt's corporate social responsibility approach is rooted in its commitment to supporting the communities in which it operates. This commitment is reflected in the NBK Group mission statement:



and is further reinforced through NBK - Egypt's ESG Strategy, which identifies CSR and Community Support as a material topic.

Guided by this strategic direction, NBK - Egypt implements CSR initiatives aimed at improving the livelihoods of vulnerable and marginalized groups and generating meaningful, long-term social impact. Through these efforts, the Bank seeks to contribute to more inclusive economic growth across Egypt, while supporting national development priorities and responding to community needs in a targeted and responsible manner.

NBK - Egypt's CSR activities are aligned with relevant Sustainable Development Goals and with the broader objectives of Egypt Vision 2030, reflecting an approach that links community investment with sustainable development priorities at both the national and international levels. Through this framework, NBK - Egypt aspires to play an active role in Egypt's sustainable development journey and to create lasting value for the communities it serves.

The table below outlines NBK - Egypt's community interventions focus areas:

Area	SDG	2030 Vision Goal
Health Care		
Education & Employment	 	 
Environmental Care	  	
Social Inclusion		
Economic Empowerment	  	 

NBK - Egypt CSR Strategy

To achieve its CSR aspirations, NBK - Egypt adopts a CSR strategy anchored on the following pillars:

Dynamic CSR Policy Aligned with Regulatory Updates & Development Agendas

NBK - Egypt's CSR policy provides a structured framework for maximizing the Bank's impact on the communities it serves. The policy is reviewed every three years, or earlier when needed, to remain aligned with regulatory developments and changes in relevant development agendas. In this context, the policy was reviewed in 2023. Through this framework, NBK - Egypt directs its community interventions toward supporting a number of Sustainable Development Goals across both international and local development agendas, including eight goals under the United Nations Sustainable Development Goals and four goals under Egypt Vision 2030.

Commitment to Local Community Development

NBK - Egypt has been committed to allocating a significant share of its profits on an annual basis, as per the CSR budget, to invest in projects that would create tangible benefits for all stakeholders, this includes society, the Egyptian government, NGOs, employees.

Supporting Specific Initiatives in Key Focus Areas

NBK - Egypt has been keen to distinguish its community contribution by supporting specific initiatives in key CSR focus areas, such as the environment, health, education and employability.

Establishing Strategic Partnerships with Credible Development Partners

NBK - Egypt has been keen to establish partnerships with trusted development partners in key CSR focus areas to facilitate the implementation and monitoring of projects. This aligns with UN SDG 17, which encourages effective partnerships between the private sector and civil society to achieve SDGs.

CSR Initiative Selection and Funding Process

NBK - Egypt follows a structured approach to identifying community needs, selecting impactful projects, and allocating resources effectively. Assessment and project selection ensure CSR initiatives are aligned with national priorities and make a meaningful impact.

Engages in CSR Meetings



Participates in discussions with the CBE and the Federation of Egyptian Banks to keep abreast of the latest national development priorities set by the Egyptian government.

Evaluates Proposals from Trusted Development Partners



Assesses project proposals from reputable organizations that are aligned with NBK - Egypt's CSR community focus areas.

Ensures Strategic Alignment



Ensures that selected projects contribute to national goals and adhere to NBK - Egypt's CSR community focus areas.

Budget Allocation and Approvals

Step 1: Determination of CSR Budget

- NBK - Egypt's Annual General Assembly approves the CSR budget on an annual basis.

Step 2: Allocation of CSR Budget through Recommended Initiatives

- NBK - Egypt's CSR Unit conducts due diligence on proposals and development partners to ensure alignment with national priorities and NBK - Egypt's CSR policy.
- Following a comprehensive review, the CSR Committee recommends a list of CSR initiatives for Board approval.

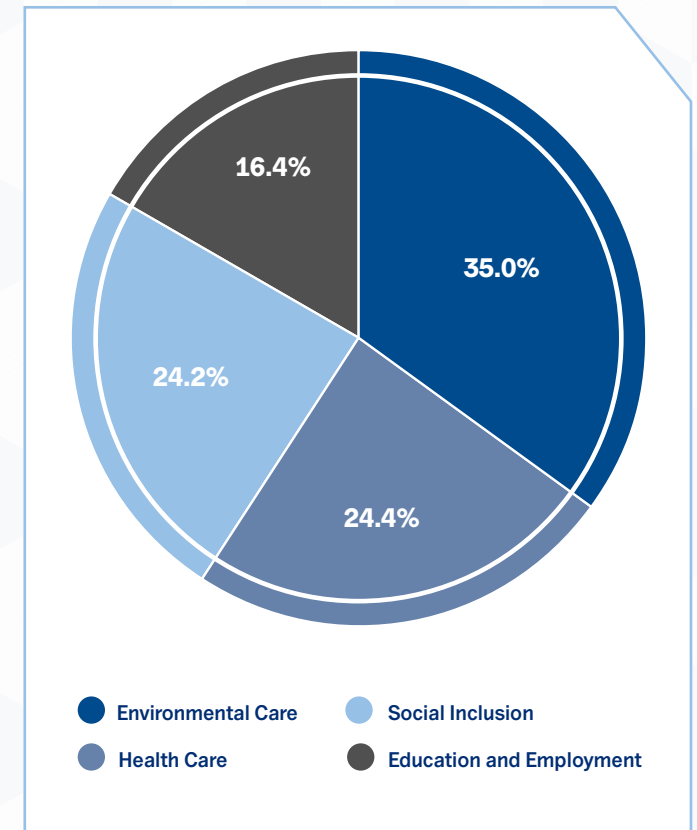
Step 3: Board Approval and Regulatory Clearance

- The Board formally approves the recommended CSR initiatives.
- The Head of CSR secures regulatory clearance from the CBE for the approved initiatives.
- These approvals and clearances are obtained in parallel to streamline the process.

In 2025, CSR donation spending was led by Environmental Care, which accounted for 35.0% of total spending, indicating that environmental initiatives represented the Bank's main area of focus during the year. Health Care and Social Inclusion each received 24.4% and 24.2%, respectively, reflecting a balanced commitment to key social priorities and community well-being, while Education and Employability, at 16.4%, represented a comparatively smaller but still meaningful share of contributions directed toward long-term social development.






CSR Spending Distribution





Environmental Care		Total Donation 2025 = EGP 17.5 million Share of CSR Donation = 35.0%		Egypt 2030 Vision Pillar	UNSDG
Development Partner	Donations				
Orman Association – Shefaa Orman Hospital Luxor Construction of Solar Power Station at Shefaa El Orman Hospital (All four phases are operational & account for 41% of hospital’s electricity)	Y2025	EGP 10.0 million			
	Total Committed Donation Amount	EGP 58.7 million			
Magdi Yacoub Foundation (MYF) Cairo Purchase of Waste Management Unit for New MYF Heart Center	Y2025	EGP 7.5 million			
	Total Committed Donation Amount	EGP 15 million			
Health Care		Total Donation 2025 = EGP 12.2 million Share of CSR Donation: 24.4%			
Magdi Yacoub Aswan Sponsoring 35 Catheterization Cases in MYF Center	Y2025	EGP 2.5 million			
	Total Committed Donation Amount	EGP 5.0 million			
Ahl Misr Burn Hospital Cairo Sponsoring Operation Cost of the Bank’s 3 ICU Rooms at Burn Victims Hospital	Y2025	EGP 1.5 million			
	Total Committed Donation Amount	EGP 10 million			
Baheya Foundation Cairo Purchase of Equipment for Baheya Zayed Hospital X-ray Room	Y2025	EGP 3.7 million			
	Total Committed Donation Amount	EGP 17.9 million			
Egyptian Cure Bank Upper Egypt Sponsoring the Upgrade of 2nd Phase of Sohag Oncology Center	Y2025	EGP 4.4 million			
	Total Committed Donation Amount	EGP 8.0 million			





Social Inclusion Total Donation 2025 = EGP 12.1 million | Share of CSR Donation = 24.2%

Development Partner	Donations	Egypt 2030 Vision Pillar	UNSDG
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Tahya Misr Fund Across Egypt Distribution of Ramadan Boxes Across Egypt (Ramadan 2026)	Y2025	EGP 3 million	  
	Total Committed Donation Amount	EGP 3 million	
Orman Association Distribution of Ramadan Boxes in 7 Governorates.	Y2025	EGP 2 million	
	Total Committed Donation Amount	EGP 2 million	
Orman Association Greater Cairo Offering Financial Support to Needy Cases	Y2025	EGP 1.13 million	
	Total Committed Donation Amount	EGP 1.13 million	
Ministry of Awqaf - Eid Al-Adha Sacrifice Allocating Donation to Eid Al Adha	Y2025	EGP 1 million	
	Total Committed Donation Amount	EGP 1 million	
Martyrs' Fund Across Egypt Funding Presidential Initiative "Egypt with You".	Y2025	EGP 5 million	
	Total Committed Donation Amount	EGP 10 million	

Education & Employment Total Donation 2025 = EGP 8.2 million | Share of CSR Donation = 16.4%

Sewedy Technical Academy STA Greater Cairo Offering 126 Technical Scholarships.	Y2025	EGP 3.5 million	 
	Total Committed Donation Amount	EGP 10.9 million	

Education & Employment		Total Donation 2025 = EGP 8.2 million Share of CSR Donation = 16.4%		
Development Partner	Donations	Egypt 2030 Vision Pillar	UNSDG	
Sewedy University of Technology SUT Greater Cairo Offering 17 Partial Scholarships to High School Students to Get Bachelor's Degree in Technology + Sponsoring Electrical Engineering Lab	Y2025	EGP 2.8 million		
	Total Committed Donation Amount	EGP 8.4 million		
AUC - School Continuing Education Sohag Sponsoring Training of 75 Public School Teachers	Y2025	EGP 1.9 million		
	Total Committed Donation Amount	EGP 3.6 million		
NBK – Egypt's Total CSR Donations		EGP 50,016,400 million		

GRI Content Index

Statement of Use	NBK - Egypt has reported in reference with the GRI Standards for the period January 1 st to December 31 st , 2025.		
GRI Standards Used	GRI 1: Foundation 2021	GRI 2: General Disclosures 2021	GRI 3: Material Topics 2021
Applicable GRI Sector Standard(s)	There are no GRI Sector Standards available for the financial services sector.		

Gri Standard/ Other Source	Disclosure	Location	Page
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational Details	About NBK	11
	2-2 Entities Included in the Organization's Sustainability Reporting	About NBK	11
	2-3 Reporting Period, Frequency and Contact Point	About this Report	3
	2-4 Restatements of Information	No restatements have been made in this Report.	
	2-5 External Assurance	Assurance Statement	98
	2-6 Activities, Value Chain and Other Business Relationships	About NBK	11
	2-7 Employees	Employees Demographics	58
	2-8 Workers who are not Employees	Not Applicable Information	
	2-9 Governance Structure and Composition	Corporate Governance at NBK - Egypt	24
	2-10 Nomination and Selection of the Highest Governance Body	Board of Directors	25
	2-11 Chair of the Highest Governance Body	Senior Management	29
	2-12 Role of the Highest Governance Body in Overseeing the Management of Impacts	Board of Directors	25

Gri Standard/ Other Source	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-13 Delegation of Responsibility for Managing Impacts	Board of Directors	25
		Senior Management	28
	2-14 Role of the Highest Governance Body in Sustainability Reporting	Board of Directors	25
	2-15 Conflicts of Interest	Conflict of Interest	30
	2-16 Communication of Critical Concerns	Risk Management Oversight	33
	2-17 Collective Knowledge of the Highest Governance Body	Board of Directors	25
	2-18 Evaluation of the Performance of the Highest Governance Body	Board of Directors	25
	2-19 Remuneration Policies	Board Committees	26
	2-20 Process to Determine Remuneration	Board Committees	26
	2-21 Annual Total Compensation Ratio	Information Not Available - The practice of measuring ratios is not yet in place.	
	2-22 Statement on Sustainable Development Strategy	Message from Our Chairwoman	4
		Message from Our CEO	5
	2-23 Policy Commitments	Governance, Ethics and Compliance	24
	2-24 Embedding Policy Commitments	Governance, Ethics and Compliance	24
	2-25 Processes to Remediate Negative Impacts	Grievance and Whistleblowing	48
		Customer Complaints Handling	66
	2-26 Mechanisms for Seeking Advice and Raising Concerns	Grievance and Whistleblowing	48
		Customer Complaints Handling	66
	2-27 Compliance With Laws and Regulations	Internal Audit	31
	2-28 Membership Associations	Federation of Egyptian Banks Chapter Zero Egypt	
	2-29 Approach to Stakeholder Engagement	Stakeholder Engagement and Materiality Assessment	17
	2-30 Collective Bargaining Agreements	Employee Empowerment and Well-being	46

Gri Standard/ Other Source	Disclosure	Location	Page
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	Materiality Assessment	20
	3-2 List of Material Topics	Materiality Assessment	21
Emissions & Decarbonization			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Emissions and Decarbonization	41
GRI 102: Climate Change 2025	102-1 Transition Plan for Climate Change Mitigation	Emissions and Decarbonization	41
	102-2 Climate Change Adaptation Plan	Emissions and Decarbonization	41
	102-3 Just Transition	Emissions and Decarbonization	41
	102-4 GHG Emissions Reduction Targets and Progress	Emissions and Decarbonization	41
	102-5 Scope 1 GHG Emissions	Emissions and Decarbonization	41
	102-6 Scope 2 GHG Emissions	Emissions and Decarbonization	41
	102-7 Scope 3 GHG Emissions	Emissions and Decarbonization	41
	102-8 GHG Emissions Intensity	Emissions and Decarbonization	41
	102-9 GHG Removals in the Value Chain	Emissions and Decarbonization	41
	102-10 Carbon Credits	Information Unavailable / Incomplete	
Environmental Impact			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Environmental Impact	39
GRI 103: Energy 2025	103-1 Energy Policies and Commitments	Environmental Impact	39
	103-2 Energy Consumption and Self-Generation Within the Organization	Energy Source Efficiency and Reduction	39
	103-3 Upstream and Downstream Energy Consumption	Energy Source Efficiency and Reduction	39
	103-4 Energy Intensity	Energy Source Efficiency and Reduction	39
	103-5 Reduction in Energy Consumption	Energy Efficiency Initiatives	39

Gri Standard/ Other Source	Disclosure	Location	Page
Financial and Operational Resilience			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Financial and Operational Resilience	36
GRI 201: Economic Performance 2016	201-1 Direct Economic Value Generated and Distributed	Financial Performance	13
	201-3 Defined Benefit Plan Obligations and Other Retirement Plans	Information Unavailable / Incomplete	
	201-4 Financial Assistance Received From Government	No financial assistance received.	
Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Diversity and Inclusion	58
GRI 202: Market Presence 2016	202-1 Ratios of Standard Entry Level Wage by Gender Compared to Local Minimum Wage	Diversity and Inclusion	58
	202-2 Proportion of Senior Management Hired From the Local Community	Information Unavailable / Incomplete	
Sustainable Finance			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Sustainable Finance	38
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure Investments and Services Supported	Sustainable Finance	38
	203-2 Significant Indirect Economic Impacts	Sustainable Finance	38
Responsible Procurement			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Responsible Procurement	43
GRI 204: Procurement Practices 2016	204-1 Proportion of Spending on Local Suppliers	Responsible Procurement	43
Governance, Ethics and Compliance			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Governance, Ethics and Compliance	24
GRI 205: Anti-Corruption 2016	205-1 Operations Assessed for Risks Related to Corruption	Anti-Corruption	30
	205-2 Communication and Training About Anti-Corruption Policies and Procedures	Anti-Corruption	30
	205-3 Confirmed Incidents of Corruption and Actions Taken	Anti-Corruption	30

Gri Standard/ Other Source	Disclosure	Location	Page
Governance, Ethics and Compliance			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Governance, Ethics and Compliance	24
GRI 206: Anti-competitive Behavior 2016	206-1 Legal Actions for Anti-Competitive Behavior, Anti-Trust, and Monopoly Practices	Anti-Corruption	30
Governance, Ethics and Compliance			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Governance, Ethics and Compliance	24
GRI 207: Tax 2019	207-1 Approach to Tax	Tax Transparency	31
	207-2 Tax Governance, Control, and Risk Management	Tax Transparency	31
	207-3 Stakeholder Engagement and Management of Concerns Related to Tax	Not Applicable	
	207-4 Country-By-Country Reporting	Not Applicable	
Environmental Impact			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Environmental Impact	41
GRI 301: Materials 2016	301-1 Materials Used by Weight or Volume	Waste Management	41
	301-2 Recycled Input Materials Used	Waste Management	41
	301-3 Reclaimed Products and Their Packaging Materials	Information Unavailable / Incomplete	
Environmental Impact			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Environmental Impact	39
GRI 303: Water and Effluents 2018	303-1 Interactions With Water as a Shared Resource	Water Management	40
	303-2 Management of Water Discharge-Related Impacts	Information Unavailable / Incomplete	
	303-3 Water Withdrawal	Information Unavailable / Incomplete	
	303-4 Water Discharge	Information Unavailable / Incomplete	
	303-5 Water Consumption	Water Management	40

Gri Standard/ Other Source	Disclosure	Location	Page
Emissions and Decarbonization			
GRI 305: Emissions 2016	305-6 Emissions of Ozone-Depleting Substances (ODS)	Information Unavailable / Incomplete	
	305-7 Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Other Significant Air Emissions	Information Unavailable / Incomplete	
Environmental Impact			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Environmental Impact	39
GRI 306: Waste 2020	306-1 Waste Generation and Significant Waste-Related Impacts	Waste Management	40
	306-2 Management of Significant Waste-Related Impacts	Waste Management	40
	306-3 Waste Generated	Waste Management	40
	306-4 Waste Diverted From Disposal	Waste Management	40
	306-5 Waste Directed to Disposal	Waste Management	40
Responsible Procurement			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Responsible Procurement	43
GRI 308: Supplier Environmental Assessment 2016	308-1 New Suppliers That Were Screened Using Environmental Criteria	Responsible Procurement	43
	308-2 Negative Environmental Impacts in the Supply Chain and Actions Taken	Responsible Procurement	43
Employee Empowerment and Well-being			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Employee Empowerment and Well-being	46
GRI 401: Employment 2016	401-1 New Employee Hires and Employee Turnover	Turnover and New Hires	59
	401-2 Benefits Provided to Full-Time Employees That are not Provided to Temporary or Part-Time Employees	Employee Empowerment and Well-being	46
	401-3 Parental Leave	Employee Empowerment and Well-being	46

Gri Standard/ Other Source	Disclosure	Location	Page
Employee Empowerment and Well-being			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Employee Empowerment and Well-being	46
GRI 402: Labor/Management Relations 2016	402-1 Minimum Notice Periods Regarding Operational Changes	Employee Retention and Welfare	46
Employee Empowerment and Well-being			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Employee Empowerment and Well-being	46
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	Occupational Health and Safety	50
	403-2 Hazard Identification, Risk Assessment, and Incident Investigation	Occupational Health and Safety	50
	403-3 Occupational Health Services	Occupational Health and Safety	50
	403-4 Worker Participation, Consultation, and Communication on Occupational Health and Safety	Occupational Health and Safety	50
	403-5 Worker Training on Occupational Health and Safety	Information Unavailable / Incomplete	
	403-6 Promotion of Worker Health	Employee Empowerment and Well-being	46
	403-7 Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked by Business Relationships	Occupational Health and Safety	50
	403-8 Workers Covered by an Occupational Health and Safety Management System	Occupational Health and Safety	50
	403-9 Work-Related Injuries	Not Applicable	
	403-10 Work-Related Ill Health	Not Applicable	
Employee Empowerment and Well-being			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Employee Empowerment and Well-being	46

Gri Standard/ Other Source	Disclosure	Location	Page
GRI 404: Training and Education 2016	404-1 Average Hours of Training per Year per Employee	Employees Training and Development	52
	404-2 Programs for Upgrading Employee Skills and Transition Assistance Programs	Employees Training and Development	52
GRI 404: Training and Education 2016	404-3 Percentage of Employees Receiving Regular Performance and Career Development Reviews	Performance Management	54
		Succession Planning	55
Governance, Ethics and Compliance			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Governance, Ethics and Compliance	24
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of Governance Bodies and Employees	Board of Directors	25
		Diversity and Inclusion	58
	405-2 Ratio of Basic Salary and Remuneration of Women to Men	Diversity and Inclusion	58
Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Diversity and Inclusion	59
GRI 406: Non-discrimination 2016	406-1 Incidents of Discrimination and Corrective Actions Taken	Employee Empowerment and Well-being	46
		Diversity and Inclusion	58
Responsible Procurement			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Responsible Procurement	43
GRI 408: Child Labor 2016	408-1 Operations and Suppliers at Significant Risk for Incidents of Child Labor	Supplier Code of Conduct	43
Sustainable Procurement			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Responsible Procurement	43
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and Suppliers at Significant Risk for Incidents of Forced or Compulsory Labor	Supplier Code of Conduct	43

Gri Standard/ Other Source	Disclosure	Location	Page
Employee Empowerment and Well-being			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Employee Empowerment and Well-being	46
GRI 410: Security Practices 2016	410-1 Security Personnel Trained in Human Rights Policies or Procedures	Information Unavailable / Incomplete	
CSR and Community Support			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	CSR and Community Support	76
GRI 413: Local Communities 2016	413-1 Operations With Local Community Engagement, Impact Assessments, and Development Programs	CSR and Community Support	76
	413-2 Operations With Significant Actual and Potential Negative Impacts on Local Communities	Information Unavailable / Incomplete	
Responsible Procurement			
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Responsible Procurement	43
GRI 414: Supplier Social Assessment 2016	414-1 New Suppliers That Were Screened Using Social Criteria	Responsible Procurement	43
	414-2 Negative Social Impacts In The Supply Chain And Actions Taken	Information Unavailable / Incomplete	
Digital Transformation			
GRI 3: Material Topics 2021	3-3 Management Of Material Topics	Digital Transformation	61
GRI 418: Customer Privacy 2016	418-1 Substantiated Complaints Concerning Breaches Of Customer Privacy And Losses Of Customer Data	Data Privacy Policy	71

SASB Index

Topic	SASB Metric (Accounting/Activity)	Report Section/Other Disclosures
Customer Privacy	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Pillar 1: Governance for Resilience – Anti-Corruption
Data Security	(1) Number of data breaches	Pillar 4: Investing in our Communities – Privacy and Data Security
	(2) percentage involving personally identifiable information (PII)	Information Unavailable
	(3) number of account holders affected	Information Unavailable
	Card-related fraud losses from	Information Unavailable
	(1) card-not present fraud and	Information Unavailable
	(2) card-present and other fraud	Information Unavailable
	Description of approach to identifying and addressing data security risks	Pillar 4: Investing in our Communities – Privacy and Data Security
Selling Practices	Number of complaints filed with the Consumer Financial Protection in the jurisdiction	Pillar 4: Investing in our Communities – Customer Experience and Quality Excellence
	Percentage with monetary or nonmonetary relief	Information Unavailable
	Percentage disputed by consumer	Pillar 4: Investing in our Communities – Customer Experience and Quality Excellence
	Percentage that resulted in investigation by the CFPB (or other related body)	Pillar 4: Investing in our Communities – Customer Experience and Quality Excellence
	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	Information Unavailable

Topic	SASB Metric (Accounting/Activity)	Report Section/Other Disclosures
Data Security	Number of data breaches	Pillar 4: Investing in our Communities – Privacy and Data Security
	Description of approach to identifying and addressing data security risks	Pillar 4: Investing in our Communities – Privacy and Data Security
Financial Inclusion & Capacity Building	Number of loans outstanding that qualify for programmes designed to promote small business and community development	Pillar 2: Responsible Banking – Sustainable Finance
	Amount of loans outstanding that qualify for programmes designed to promote small business and community development	Pillar 2: Responsible Banking – Sustainable Finance
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Information Unavailable
	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Pillar 4: Investing in our Communities – Financial Inclusion
Incorporation of Environmental, Social, & Governance Factors in Credit Analysis	Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis	Pillar 1: Governance for Resilience - Risk Management
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Pillar 1: Governance for Resilience - Governance, Ethics and Compliance
	Description of whistleblower policies and procedures	Pillar 3: Capitalizing on Our Capabilities- Employee Empowerment and Wellbeing
Systemic Risk Management	Global Systemically Important Bank (G-SIB) score, by category	Information Unavailable
	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long term corporate strategy, and other business activities	Information Unavailable
Activity Metric	Value of loans by segment: (a) personal, (b) small business and (c) corporate	NBK - Egypt 2025 Financial Statements

CBE Index

Principle of Sustainable Finance		Report Section/Other Disclosures
Principle 1	Capacity-Building and Necessary Knowledge	Pillar 3: Capitalizing on our Capabilities - Employee Empowerment and Wellbeing
Principle 2	Enhancing Sustainable Finance	Pillar 1: Governance for Resilience - Risk Management
		Pillar 2: Responsible Banking - Sustainable Finance
Principle 3	Involvement of the Stakeholders	ESG at NBK - Stakeholder Engagement and Materiality Assessment
Principle 4	Managing Climate Change Risks	In preparation phase
Principle 5	Applying the Principles of Sustainability to the Bank's Internal Activities and Operations	Pillar 2: Responsible Banking - Environmental Impact
		Pillar 2: Responsible Banking - Emissions and Decarbonization
Principle 6	Reporting	NBK - Egypt fulfils all reporting requirements in line with Principle 6

List of Abbreviations

Abbreviations	Definition
AML	Anti-money Laundering
ATM	Automated Teller Machine
AUC	American University in Cairo
AWB	Al-Watany Bank of Egypt
BAC	Board Audit Committee
BCGNC	Board Corporate Governance and Nominations Committee
BCP	Business Continuity Plan
BoD	Board of Directors
BRC	Board Risk Committee
BREC	Board Remuneration Committee
BSC	Board Sustainability Committee
CAA	Credit Approval Authority
CBAM	Carbon Border Adjustment Mechanism
CBE	Central Bank of Egypt
CEO	Chief Executive Officer
CFP	Carbon Footprint
CFT	Combating Financial Terrorism
CG	Corporate Governance
COLA	Cost of Living Adjustment for All Employees

Abbreviations	Definition
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CPR	Cardiopulmonary Resuscitation
CRM	Customer Relationship Management
CRO	Chief Risk Officer
CSR	Corporate Social Responsibility
DLP	Data loss prevention
DPO	Data Protection Officer
DSS	Decision Support System
EBRD	European Bank for Reconstruction and Development
EEAA	Egyptian Environmental Affairs Agency
EGP	Egyptian Pound
EIA	Environmental Impact Assessment
ESAPs	Environmental and Social Action Plans
ESG	Environmental, Social, and Governance
ESRM	Environmental and Social Risk Management
ESRMS	Environmental and Social Risk Management System
EV	Electric Vehicle
FATCA	Foreign Account Tax Compliance Act

Abbreviations	Definition
FC	Financial Crime
GHGs	Greenhouse Gases
GJ	Gigajoule
GRI	Global Reporting Initiative
HR	Human Resources
HVAC	Heating, Ventilation, and Air Conditioning
IBG	International Banking Group
IC	Internal Control
ICMA	International Capital Market Association
ICU	Intensive Care Unit
IEC	International Electrotechnical Commission
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IPCC	Intergovernmental Panel on Climate Change
IPN	Instant Payment Network
ISO	International Organization for Standardization
IT	Information Technology
ITMs	Interactive Teller Machines
IVR	Interactive voice response
KPIs	Key Performance Indicators
KWD	Kuwaiti Dinar

Abbreviations	Definition
KYC	Know Your Customer
LED	Light-emitting Diode
MIS	Management Information System
MOU	Memorandum of Understanding
MSMEDA	Micro, Small and Medium Enterprise Development Agency
MSMEs	Micro, Small and Medium Enterprises
MYF	Magdi Yacoub Foundation
NAA	Network Access Agreements
NBK	National Bank of Kuwait
NBKE	National Bank of Kuwait - Egypt
NDA	Non-Disclosure Agreements
NGOs	Non-governmental Organizations
NIST	National Institute of Standards and Technology
PCI	Payment Card Industry
PCI-DSS	Payment Card Industry Data Security Standard
PDF	Portable Document Format
PIN	Personal Identification Number
PWD	People with Disabilities
QR	Quick Response
RAF	Risk Appetite Framework
RBAC	Role-based Access Controls

Abbreviations	Definition
RFP	Request for Proposals
RPA	Robotic Process Automation
SAKP	Sharikat Al-Kuwait al-Aammah (Kuwaiti Public Shareholding Company)
SAP	Systems, Applications, & Products
SAR	Sustainable Asset Register
SASB	Sustainability Accounting Standards Board
SDGs	Sustainable Development Goals
SKYC	Self-Know Your Customer
SMEs	Small and Medium-sized Enterprises
SMS	Short Message Service
SOPs	Standard Operating Procedures
STA	Sewedy Technical Academy
SUT	Sewedy University of Technology
TAT	Turnaround time
tCO ₂	tonne of Carbon Dioxide
TPAUA	Third-Party Access Underwriting Agreements
UAE	United Arab Emirates
UN	United Nations
UNSDG	United Nations Sustainable Development Goal
USD	United States Dollar
VRF	Variable Refrigerant Flow

Assurance

To the Board of Directors National Bank of Kuwait - Egypt

DCarbon for Environmental Consultancy is a sustainability consultancy firm registered under Egyptian law no. 159 for the year 1981 and its executive regulation. DCarbon is a Certified Global Reporting Initiative (GRI) training partner, a GRI Gold Community member, and an AA1000AS v3 certified assurance provider. Our main goal is to assist public and private organizations in understanding and address their economic, environmental, and social impact.

National Bank of Kuwait - Egypt (NBK - Egypt) engaged DCarbon to perform a Limited Assurance review for the consolidated sustainability report covering the year January 1st to December 31st, 2025 (the Report).

Engagement Summary

Scope of DCarbon assurance engagement: Whether the 2025 information, data, and narrative presented in the Report are fairly presented in accordance with the reporting criteria of completeness, reliability, accuracy, inclusivity, and timeliness.

Reporting criteria: The selected information has been prepared in accordance with the GRI Standards, the Sustainability Accounting Standards Board (SASB) Standards, and United Nations UN Global Compact (UNGC) Principles.

Assurance level: Limited assurance.

Respective responsibilities: NBK - Egypt Management is responsible for preparing the report content in accordance with the reporting criteria and for selecting the disclosures to be verified. DCarbon is responsible for providing conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgment. This clear division of tasks ensures a comprehensive and unbiased review of the report.

Responsibilities of the Reporting Organization

NBK - Egypt management's responsibility includes selecting and applying appropriate methods for preparing the report and making plausible assumptions and estimates of non-financial disclosures under the given circumstances. The responsibility also includes internal controls, which management has considered necessary to prepare a sustainability report that is free from misstatement, whether due to fraud or error.

Responsibilities of the Assurance Provider

DCarbon's collaboration with NBK - Egypt has revealed the active and integral role of NBK - Egypt's leadership and management in governing the release of this report. The joint efforts, involving the departmental focal person and the dedicated sustainability team, have all contributed significantly to the quality of this report, demonstrating a shared commitment to sustainability.

Assurance Scope, Boundary, and Limitations

The Scope covers NBK - Egypt Governance, Strategy and Policies, Materiality Assessment, and stakeholder engagement process.

The Boundary covers data and information captured across its operational and business functions. It includes the Bank's Head Office support functions, Corporate Governance, and stakeholders' engagements as part of this assurance, as indicated in the Report.

The Limitation: the limited assurance review process was conducted with utmost thoroughness. It included sustainability data and information for operations in Egypt from January 1st to December 31st, 2025, as per the GRI Standards requirements.

Intended Users

The intended users of this assurance engagement are NBK - Egypt and its stakeholders, including but not limited to customers, employees, investors, government, and regulators.

Assurance scope excludes

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

Assurance Procedures

The assurance was conducted by DCarbon's multidisciplinary, independent team of experts on auditing economic, social, and environmental information, adhering to our values of integrity, confidentiality, professional competence, objectivity, and due diligence.

The nature, timing, and extent of the procedures followed were based on rounds of engagement with relevant departments and senior management at NBK - Egypt, as well as the sustainability focal points delegated by the Board of Directors. The Executive Management was responsible for identifying material sustainability issues, establishing and maintaining appropriate internal performance management systems, and developing the relevant data systems for reporting.

Ms. Mayar Farag, Ms. Farah AlAzghal, Ms. Logine Hesham, and Ms. Salma Hafez, DCarbon's Senior Sustainability Analyst, along with Ms. Mariam Hamza and Ms. Dania ElBakry, Lead Designers, supported the alignment of GRI standards, validation process, and data mining and verification.

Assurance Methodology

Assurance activities included procedures to obtain evidence about the reliability of the disclosures:

- Interview the employees delegated by NBK - Egypt regarding their sustainability strategy, principles, and management.
- Matching the non-financial disclosures shown in the report with the documents provided.
- Review the evidence of internal policies, procedures, and strategy documents provided by NBK - Egypt.
- Review of the Double Materiality and Stakeholders' engagement process deployed by NBK - Egypt.
- Evaluation of the processing and monitoring of data collection for GRI disclosures.
- Review of the Report narrative to ensure that there is no misrepresentation of disclosures as per the scope of assurance and our findings.

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

DCarbon is a Certified Global Reporting Initiative (GRI) training partner, a GRI Gold Community member, and an AA1000AS v3 certified assurance provider.

Our main goal is to assist public and private organizations understand and address their economic, environmental, and social impact.

Conclusion

Our opinion has been formed based on the outcome of the activities performed as outlined. Considering the risk of material error, we believe that the evidence we have obtained is sufficient and appropriate to provide the basis of our conclusion.

Based on our activities, nothing has come to our attention to indicate that the 2024 sustainability report information and data are not fairly presented in accordance with the reporting criteria. **This GRI in Accordance Report meets all the GRI Standards requirements.**

DR. ^{Dr.} *Ehab Shalaby*

Ehab Shalaby, Ph. D.
Chairman & CEO





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