



GRI Report

Building on our
ESG Foundation



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About This Report

This is NBK-Egypt's second 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 second in a series of annual sustainability reports, this Report outlines how the Bank translates its environmental, social, and governance (ESG) strategy into action by its approach, performance, and practices throughout the reporting year.

Reporting Period

This Report covers the reporting period from January 1st to December 31st, 2024. 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), the Sustainability Accounting Standards Board (SASB), the Central Bank of Egypt's Guiding Principles and Regulatory Frameworks for Sustainability and Sustainable Finance, and Egypt Vision 2030.

Mistakes and Typographical Errors

If any material or typographical errors are identified after the Report is published, they will be rectified and subsequently published on the Bank's website. Due to ecological considerations, the Report is published as a downloadable PDF file on the Bank's website.

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Reflections from Our Chairwoman

It is with great pride that this second Sustainability report for 2024 is shared with NBK-Egypt's diverse shareholders. Building on the strong momentum of the Bank's inaugural report, this year marks a vital continuation of its strong commitment to embedding ESG considerations into the very fabric of the Bank's operations and decision-making processes.

2024 has been a transformative year for NBK-Egypt, defined by strategic execution, deepened engagement, and clear progress on the Bank's ESG roadmap. Under the direction of NBK Group, the Bank has advanced from planning to implementation, translating its sustainability aspirations into tangible actions that serve both people and the planet, while continuing to deliver long-term value to all stakeholders.

In alignment also with the Central Bank of Egypt's Guiding Principles for Sustainable Finance, remarkable strides have been taken this year to operationalize the Bank's ESG strategy based on both its economic growth and environmentally and socially responsible approaches. Targeted initiatives were set, internal capabilities refined, and sustainability-linked metrics adopted—all of which can help the Bank track its performance and steer its future direction. This progress reflects the Bank's enduring belief that financial resilience and sustainability are not parallel paths, but rather intertwined and mutually reinforcing.

Following the Group's pledge to transition to a low-carbon economy, NBK-Egypt remains fully committed to supporting national and global agendas, including Egypt's Vision 2030, the National Climate Change Strategy 2050, and the United Nations Sustainable Development Goals (UN SDGs). These frameworks guide the Bank's efforts to integrate sustainability into its core business model and extend its positive impact across communities, industries, and the environment.

Throughout 2024, ESG was not an afterthought, but a driving force. NBK-Egypt has consistently prioritized long-term value over short-term gain. The Bank is proud of the meaningful progress it has made but remains fully aware that the journey has only just begun.

On behalf of the Board of Directors, the Bank would like to extend its sincere gratitude to its Executive Management, employees, customers, and partners. Your dedication and trust have been instrumental in making the Bank's sustainability vision a reality. It is through your commitment that the Bank can continue to evolve as a responsible bank, as a trusted financial institution, and as a key contributor to sustainable development in Egypt and beyond.

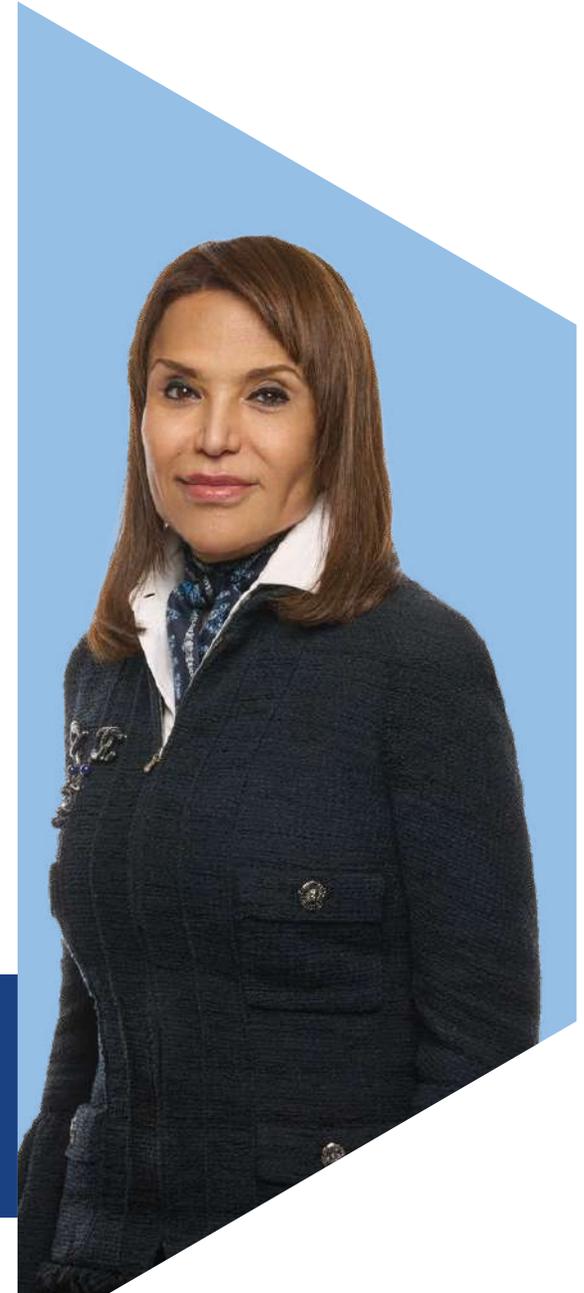
Confident and clear in its strategic direction and purpose, the Bank can move forward, steadfast in its responsibility to lead by example and shape a more inclusive, resilient, and sustainable future for all.



2024 has been a transformative year for NBK-Egypt, a year defined by strategic execution, deepened engagement, and clear progress on our ESG roadmap.

Shaikha K. Al-Bahar

NBK-Egypt Chairwoman
Deputy Group Chief Executive Officer



CEO Message

The Second Sustainability Report, covering 2024, demonstrates NBK-Egypt's confident strides in advancing its sustainability journey, moving from establishing the foundational commitments to actively embedding ESG principles across the Bank's operations. This year has been pivotal, one where plans evolved into action, and vision translated into measurable performance.

The Bank has enhanced its capabilities to address climate, economic, and social challenges across all segments while establishing a strong and effective ESG governance framework. NBK-Egypt remains steadfast in the belief that sustainability is not an isolated priority, but a strategic imperative deeply woven into its operations, culture, and long-term business strategy that focuses on impact as well as financial gains.

The Bank's journey, initiated with the establishment of a dedicated Sustainability and Sustainable Finance Division and the release of its first GRI-aligned report in 2023, has matured in 2024 into a phase of active implementation. Guided by the NBK Group's ESG strategy, the Bank is further solidifying its commitment to ESG excellence. The efforts conducted in 2024 have positioned the Bank firmly within the evolving market landscape with resilience, agility, and a forward-looking mindset.

Yasser El-Tayeb

Vice Chairman
Managing Director and Chief Executive Officer

NBK-Egypt continues to contribute meaningfully to national development while unlocking opportunities for sustainable growth. The Bank firmly believes in the power of collaboration, engaging with regulators, clients, communities, and industry peers, to ensure a just, inclusive, and equitable transition.

NBK-Egypt would like to express its deepest appreciation to all its dedicated employees and Executive Management for championing the ESG vision. Their commitment and hard work have been instrumental in delivering the results shown in this report. Performance has been shifted to embed sustainability and sustainable finance in the Bank's DNA, as part of a Group that drives a vision of sustainable growth while aligning with the highest global standards.

The Bank's staff and customers remain the cornerstone of its long-term success. Together, NBK-Egypt will continue to build a more sustainable, resilient, and inclusive future, one that is aligned with its values, business strategy, and responsibility as a trusted financial institution in the Egyptian market.



We have shifted our performance to embed sustainability and sustainable finance in our DNA, as part of a Group that drives a vision of sustainable growth while aligning with the highest global standards.

2024 ESG Highlights

Pillar 1: Governance for Resilience

- Incorporated ESG-specific assessments into Know Your Customer (KYC) procedures for more comprehensive client risk profiling.
- Automated ESG risk-related reporting, with one report completed and another underway.
- **Legal:** Acquired ISO 9001. Scope of activities: Provision of legal service activities.
- **Risk:** Acquired ISO 22301. Scope of activities: Provision of Credit Risk, Operational Risk, Market Risk, Credit Administrative, Collection & Recovery and IT Risks.
- **HR:** Acquired ISO 9001. Scope of activities: Provision of human resources services (Learn & Development, Payment, HR Taxes, Reward and Appraisal).
- **BSS & Engineering: ISO 9001 Renewal. Scope of activities:** Provision of Business Support Services and Engineering Services for supporting the NBK Egypt business.
- **IT:** ISO 9001 Renewal. Scope of activities: Provision of IT development services for NBK Egypt business.
- **IT:** ISO 20000 Renewal. Scope of activities: Provision of IT Service Management Support and Software Solutions For NBK-Egypt Business.
- **PMO:** ISO 10006 Renewal. Scope of activities: Provision of Project Management Services For NBK-Egypt Business.
- Enhanced governance by aligning operations with 22 newly adopted Information Security Standard Operating Procedures.

Pillar 2: Responsible Banking

- NBK-Egypt total sustainable finance portfolio EGP 4,675.33 million.
- Implemented a responsible procurement policy integrating ESG considerations.
- The Bank managed to reduce its total energy consumption from 41,601 GJ in 2023 to 39,613.82 GJ in 2024.
- Our total carbon emissions covering Scope 1 & 2 for year 2024 were reduced by 4.12% compared to year 2023.

Pillar 3: Capitalizing on Our Capabilities

- Delivered ESG awareness and capacity-building sessions to 1,934 employees.
- Provided 75,128 hours of training to strengthen employees' professional capabilities.
- Launched '**NBK-Egypt Tech Academy**' to build the digital and programming skills of fresh graduates to join banking sector. It is the first of its kind Academy, focusing on digital and data technologies.
- Mobile Banking Replacement: 'Faster, Smarter, Cheaper, Better'. The Digital Mobile updated to improve Egyptian Consumer Banking experience.

Pillar 4: Investing in Our Communities

- NBK-Egypt has successfully achieved PCI DSS certification, which demonstrates the commitment to maintain the highest standards of security and protection for NBK-Egypt customers' sensitive payment card information.
- Invested EGP 49.7 million in community development initiatives focused on Education, Health, and Environment.
- Partnership with MSMEDA for Financial Inclusion Expansion.
- Reached 3,000 consumers through financial literacy sessions.
- Increased employee participation in financial literacy outreach by 63.5%.



01

About NBK

- NBK Group
- NBK-Egypt

About NBK

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 a single shareholder (the Public Institution for Social Security) owning %6.17 of the share capital as of December 2024 ,31. NBK's market capitalization as of December ,31 2024, was KWD 7.5 (USD 24.2) 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 145 branches, subsidiaries, and representative offices in 13 countries spanning 4 continents. Renowned for its seasoned and stable management, NBK pursues a clear strategy of strengthening its core business while expanding into new segments and markets.

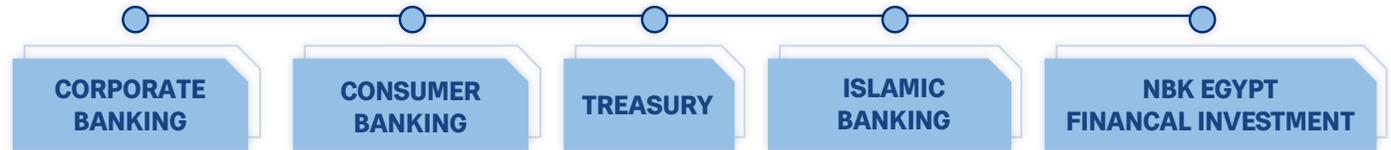


NBK-Egypt

In 2007, NBK expanded its presence in Egypt 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 2023, 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 54 branches. Moreover, the number of ATMs across the country reached 225, providing more convenient access to banking services.



Main Business Segments



Financial Performance 2024

In 2024, NBK-Egypt delivered a strong financial performance, with net profits reaching EGP 7.3 billion, reflecting an increase of %81 from EGP 4.021 billion in 2023. Net operating income reached EGP 13.5 billion in 2024, up from EGP 8.7 billion in 2023, an increase of %57. Net interest income rose by %66, from EGP 7 billion to EGP 11.6 billion. Non-interest income increased by %17, from EGP 1.7 billion to EGP 1.9 billion.

The operational efficiency improved significantly, as reflected in the cost-to-net operating income ratio, which declined from %28 in 2023 to %21.2 in 2024.

The Bank's total assets expanded by %50, reaching EGP 196 billion compared to EGP 131 billion in 2023. Total loans and credit facilities grew by %37 to EGP 104 billion, while customer deposits surged by %51, rising from EGP 106 billion to EGP 160 billion. Key profitability ratios reflected the Bank's enhanced financial strength. Return on average assets improved from %3.4 in 2023 to %4.5 in 2024, while return on average equity increased from %30.7 to %39.2.

	2024	2023
Net Profit	EGP 7.3 billion	EGP 4.0 billion
Net Operating Income	EGP 13.5 billion	EGP 8.7 billion
Total Assets	EGP 196 billion	EGP 131 billion
Total Loans & Credit Facilities	EGP 104 billion	EGP 76 billion
Customer Deposits	EGP 160 billion	EGP 106 billion
Return on Average Assets	4.5%	3.4%
Return on Average Equity	39.2%	30.7%

For comprehensive insights into NBK-Egypt's financial and business performance, refer to NBK-Egypt's 2024 financial statements: [NBK-Egypt's Financial Statements](#)



02

ESG at NBK

- ESG Strategy
- Stakeholder Engagement and Materiality Assessment

ESG at NBK

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

ESG Pillars

Pillar 1: Governance for Resilience

Our Ambition

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

Material Topics

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



Pillar 2: Responsible Banking

Our Ambition

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

Material Topics

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



Pillar 3: Capitalizing on Our Capabilities

Our Ambition

To drive sustainable business growth achieved through organizational resilience

Material Topics

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



Pillar 4: Investing in Our Communities

Our Ambition

To deliver a positive impact on the communities we serve.

Material Topics

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



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.

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:

Impact Materiality (Inside-out) – how the Bank’s operations impact the environment, society, and the broader economy.

Financial Materiality (Outside-in) – how evolving ESG material topics may affect the Bank’s financial performance and long-term resilience.

This approach ensures a holistic view of sustainability 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.

In 2024, NBK-Egypt enhanced its materiality framework by expanding the list of material topics from 13 in 2023 to 14 in 2024, reflecting the Bank’s proactive adaptation to emerging sustainability issues and stakeholder demands.

The newly introduced material topic is:

★ Emissions and Decarbonization:

which focuses on NBK-Egypt’s aim to reduce emissions and contribute to climate resilience in alignment with the Group’s material topics and global climate goals.

With these additions, NBK-Egypt is continuing to evolve its ESG priorities in line with emerging global trends and stakeholder expectations, thereby reinforcing the Bank’s commitment to sustainable and responsible banking.

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

★ New Material Topic in 2024

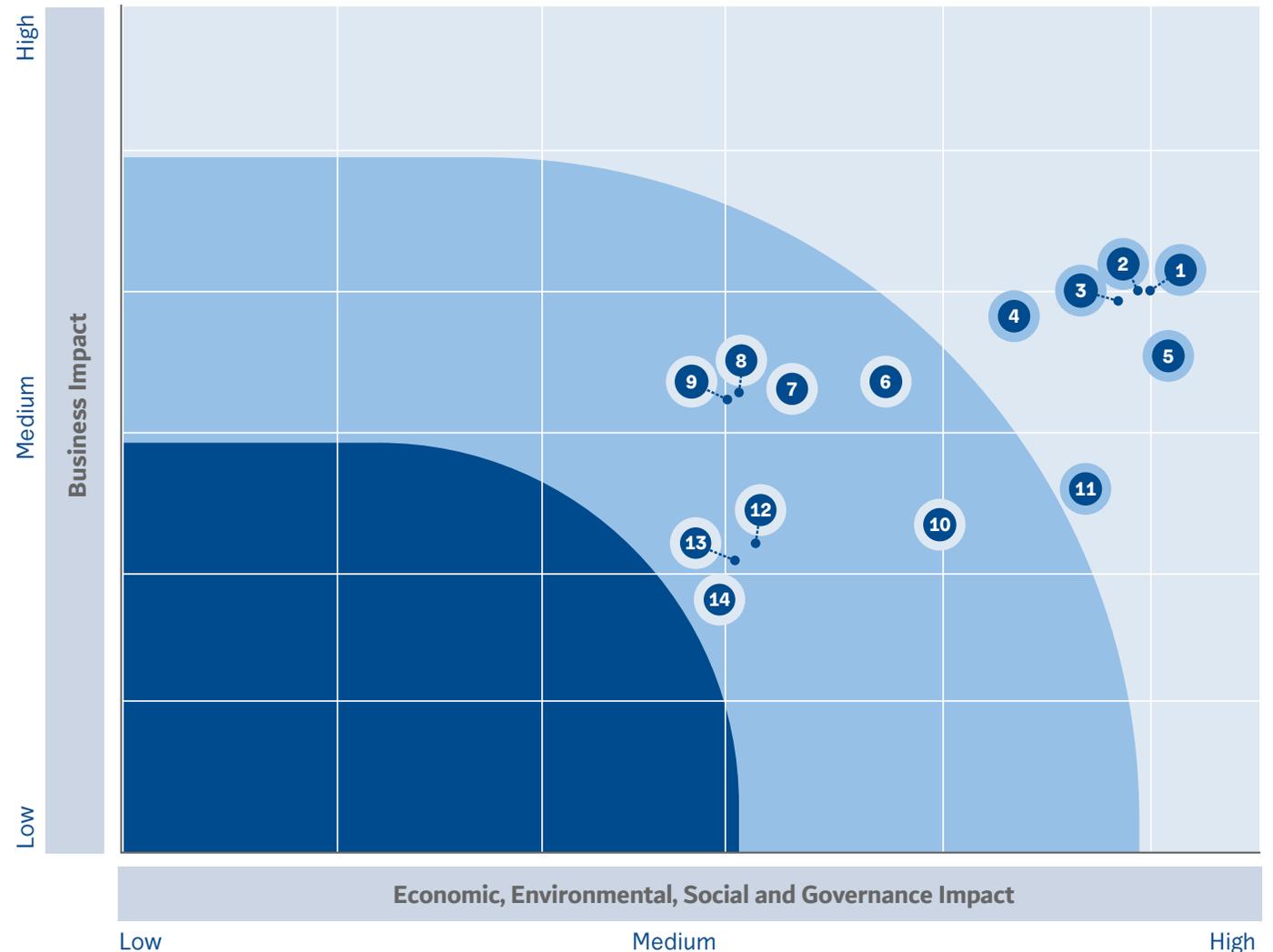
Material Topics

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

Material Topics	Materiality Rating of 2024
1. Risk Management	High-High
2. Governance, Ethics, and Compliance	High-High
3. Financial and Operational Resilience	High-High
4. Privacy and Data Security	High-High
5. Digital Transformation	High-High
6. Customer Experience and Quality Excellence	Medium-High
7. Sustainable Finance	Medium-High
8. Environmental Impact	Medium-High
9. Financial Inclusion	Medium-High
10. Employee Empowerment and Well-being	Medium-High
11. Emissions and Decarbonization	Medium-High
12. Diversity and Inclusion	Medium-Medium
13. CSR and Community Support	Medium-Medium
14. Responsible Procurement	Medium-Medium

Materiality Matrix

The outcomes of the materiality assessment, as validated by NBK-Egypt 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.





03

Pillar 1: Governance for Resilience

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

PILLAR 1: GOVERNANCE FOR RESILIENCE

Governance, Ethics, and Compliance

NBK-Egypt's 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 3–1 years. NBK's Code of Conduct guides ethical and professional behavior 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 annually to be updated to reflect emerging trends relevant to the Bank's business and strategy.



Board of Directors

The Board of Directors (BoD, or Board) holds primary responsibility for overseeing the Bank's strategic direction and governance. Its key responsibilities include setting the Bank's strategic objectives, defining its main goals (and the means with which to achieve them), and supervising the performance of senior management to ensure their alignment with these objectives.



Mrs. Shaikha Al-Bahar
Chairwoman, Non Executive



Mr. Yasser El-Tayeb
Vice Chairman, CEO and
Managing Director, Executive



Mr. Walid El Seyoufi
Deputy MD, Executive



Mr. Sulaiman Al Marzouq
Board Member, Non Executive



Mr. Omar Bouhadiba
Board Member, Non Executive



Mr. Abdulmir Fadel
Board Member, Non Executive



Dr. Khaled Serry Seyam
Board Member, Non Executive,
Independent



Eng. Ahmed Aboudoma
Board Member, Non Executive,
Independent

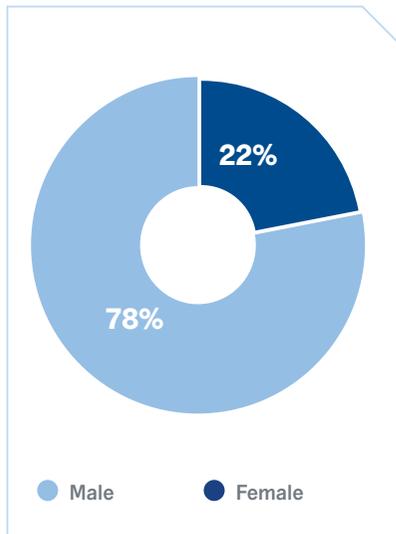


Mrs. Rasha Alroomi
Board Member, Non Executive,
Independent

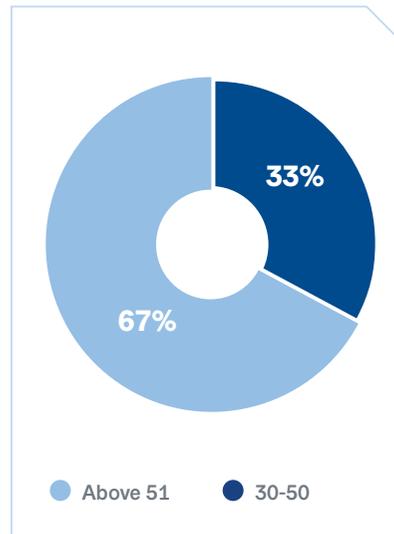
The Board ensures that the Bank operates under a defined strategy supported by a clear risk policy that complies with all applicable regulatory requirements. The Board also oversees the effectiveness of the internal control system to maintain the Bank's financial stability and safeguard its reputation. The Board is further tasked with managing and mitigating conflicts of interest, evaluating the effectiveness of corporate governance policies, and prioritizing the interests of relevant stakeholders. Critical concerns are consistently escalated to the Board to ensure appropriate and timely action. To support its oversight role, the Board receives regular reports from executive management, including but not limited to updates on the credit portfolio, progress on strategic initiatives, and the latest developments and risk assessments across key departments.

NBK-Egypt is governed by a Board of Directors comprising nine members with diverse and robust expertise spanning banking, legal affairs, treasury, compliance, audit, telecommunications, digitization, and insurance. In alignment with the CBE's Corporate Governance and Internal Control Instructions issued in September 2024, the Board acts with a high level of independence, with the majority of members serving in non-executive roles. Furthermore, gender diversity is upheld through the inclusion of two female Board members.

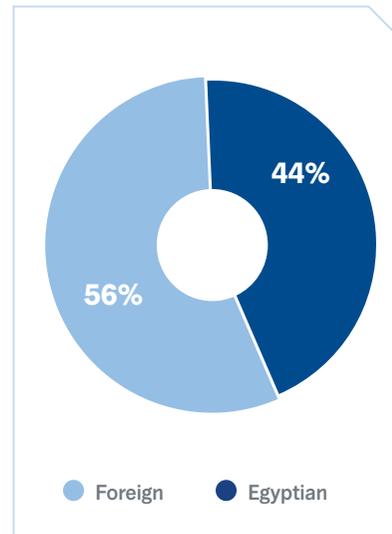
Percentage of Males and Females in the BoD



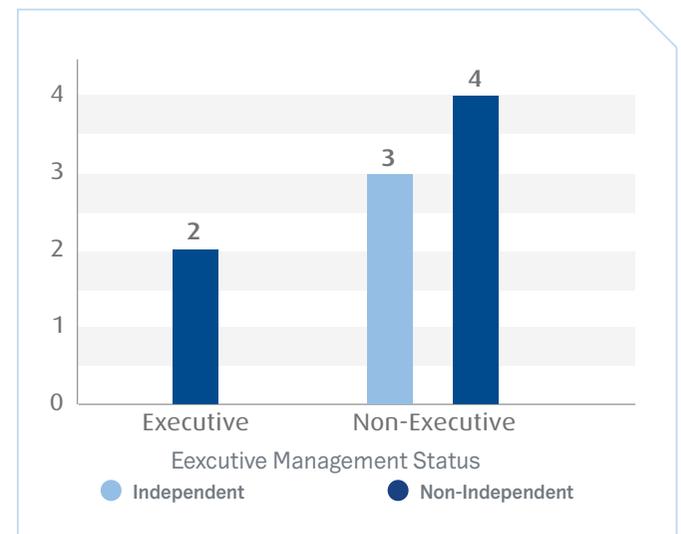
Age Distribution



Egyptian Vs Foreign Board Members



Number of Executive, Non-Executive and Independent Board Members



To prevent conflicts of interest and ensure objective oversight, no Board member currently holds a CEO position at another company. In accordance with CBE guidelines, the Board's composition is reviewed every three years, with individual membership limited to two consecutive terms or a maximum of six years, unless an extension is formally justified. The Bank's governance framework outlines a transparent and structured process for nominating and selecting new Board members. Nominations are submitted to the Board Corporate Governance and Nomination Committee (BCG&NC), which evaluates and recommends the Board's proposed composition. Final approval is contingent upon the endorsement of the Board, the General Assembly, and the CBE. The following figures illustrate the Board's diversity as of December 2024.

Board Committees

NBK-Egypt's BoD is made up of five Board committees with separate mandates defined by the Board.

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 the Chief Internal Auditor (CIA) and Chief Compliance Officer (CCO) (subject to CBE approval), and recommending the dismissal, performance appraisal, and remuneration of the CIA and CCO; monitoring the work of Internal Audit and Compliance Divisions to ensure the integrity of internal controls, managing the Bank's relationship with its external auditors, and reviewing and presenting the reports of the Chief Internal Auditor and Chief Compliance Officer to the Board. Every quarter, the committee submits its activity report, highlighting its recommendations and actions, to the CBE

- **Dr. Khaled Serry (Chairman, Independent)**
- **Mr. Abdulmir Fadel (Member)**
- **Mrs. Rasha Alroomi (Member, Independent)**

Board Risk Committee

The Board Risk Committee (BRC) consists of three non-executive members and one executive member. The Committee is chaired by a non-executive Director and holds its meeting once per quarter, as per CBE instructions.

The BRC's primary responsibility is to: approve the nomination of the Chief Risk Officer (CRO) (subject to CBE approval); recommend dismissal, performance appraisal, and the remuneration of the CRO; approve the Risk Management Department's policies and procedures, and monitor its tasks and responsibilities; monitor the compliance with risk-related policies and ensure that these are applied by Executive Management through reports sent by the CRO and other relevant departments

- **Mr. Sulaiman Al Marzouq (Chairman)**
- **Mr. Omar Bouhadiba (Member)**
- **Mrs. Rasha Alroomi (Member, Independent)**
- **Mr. Yasser El Tayeb (Member)**

Board Remuneration Committee

The Board Remuneration Committee (BREC) is composed of three non-executive board members and is chaired by an independent Director.

The 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 cap it, and the methods of distribution among the Bank's departments.

It also 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, and minimum and maximum salary range for the executive Board members and senior executives (all while considering the market pay base structure). Notably, the remuneration of independent members is determined by the General Assembly.

- **Eng. Ahmed Aboudoma (Chairman)**
- **Dr. Khaled Serry (Member, Independent)**
- **Mr. Omar Bouhadiba (Member)**



Board Corporate Governance and Nomination Committee

The Board Corporate Governance and Nomination Committee (BCG&NC) comprises three non-executive Board members, one of whom is the chair. The BCG&NC is responsible for:

reviewing the Bank's corporate governance principles and practices at regular intervals; monitoring the robustness of the policies and procedures developed, and the effective implementation of the disclosure framework; supervising the process of monitoring and reporting conflicts of interest and related party transactions; reviewing several disclosure reports before their ratification by the Board (e.g., Corporate Governance and Board Annual Reports); reviewing the Bank's succession plan before its ratification by the Board; and reviewing the induction material for new Board members

- Mrs. Shaikha Al-Bahar (Chairwoman)
- Dr. Khaled Serry (Member, Independent)
- Mrs. Rasha Alroomi (Member, Independent)

Board Sustainability Committee (BSC)

In 2024, the BSC began its role in assisting the Board in overseeing the Bank's sustainability and sustainable finance function. The main representatives are two executives and one non-executive member. The committee directs the integration of ESG issues within the decision-making processes, as per CBE instructions, and safeguards the Bank's compliance with the Group's ESG Strategy.

The BSC guarantees the firm establishment of sustainable governance, such as through the approval of annual sustainability reports, frameworks, standards, policies, and procedures, along with presenting regular progress reports to the Board.

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

Board Secretary and Corporate Governance Department

This Department is entrusted with two core functions that are essential to the Bank's governance framework:

1. Board Secretary:

Acting as the Board's advisor, the Board Secretary is responsible for fulfilling both administrative and regulatory obligations related to the BoD and its committees. Key duties include preparing the annual calendar for the Board and its committee meetings, ensuring the full attendance and active participation of all Board members, and circulating meeting agendas along with supporting documentation at least one week in advance. The Board Secretary is critical to enabling the Board to operate efficiently and in full compliance with applicable governance standards.

2. Corporate Governance:

This function promotes a strong corporate governance culture across the Bank. Its responsibilities include regularly reviewing and updating the Bank's Corporate Governance framework, comprising codes, charters, and policies, to ensure alignment with regulatory requirements and adherence to international best practices. The department also oversees the implementation of governance practices throughout the Bank, supporting continuous improvement and accountability at all levels.

Board Evaluation and Effectiveness

To assess the efficiency of the Board's performance, an annual self-evaluation is conducted either by the Bank itself or with the assistance of an independent body (after obtaining CBE approval).

Under the auspices of the Chairperson, the self-assessment exercise covers the performance of the following levels:



The results of the annual self-evaluation exercise are shared with the BoD and CBE, as per the latter's instructions regarding banks' Corporate Governance and Internal Control issued in September 2024.

Board Remuneration

The General Assembly determines the compensation of independent Board members. For both Executive Board members and senior executives, the BREC reviews and approves the Bank's grading, functions, and title structures. It also sets the minimum and maximum salary ranges for each category, ensuring alignment with market pay structures. The Bank integrates ESG criteria into its Board remuneration policy, including provisions that prohibit discrimination based on gender, age, color, religion, or disability across all employment practices. The views of different stakeholders are accounted for in determining compensation structures.

ESG Governance at NBK-Egypt

In 2024, NBK-Egypt officially implemented a strengthened ESG governance structure through the establishment of the Sustainability Steering Committee, along with the Board Sustainability Committee.

These were integrated into the Bank's existing governance framework to ensure alignment with the NBK Group's Sustainability Governance model and the guidelines of the CBE.

Sustainability Steering Committee

The Sustainability Steering Committee is tasked with driving the implementation and operationalization of the Bank's sustainability agenda. Its primary mission is to align the activities of the Sustainability and Sustainable Finance Division with NBK-Egypt's broader business objectives and global sustainability standards.

The Committee is responsible for ensuring that ESG principles are embedded across the Bank's policies, procedures, and operations. This is achieved through adherence to approved action plans and monitoring performance against ESG-related key performance indicators (KPIs).

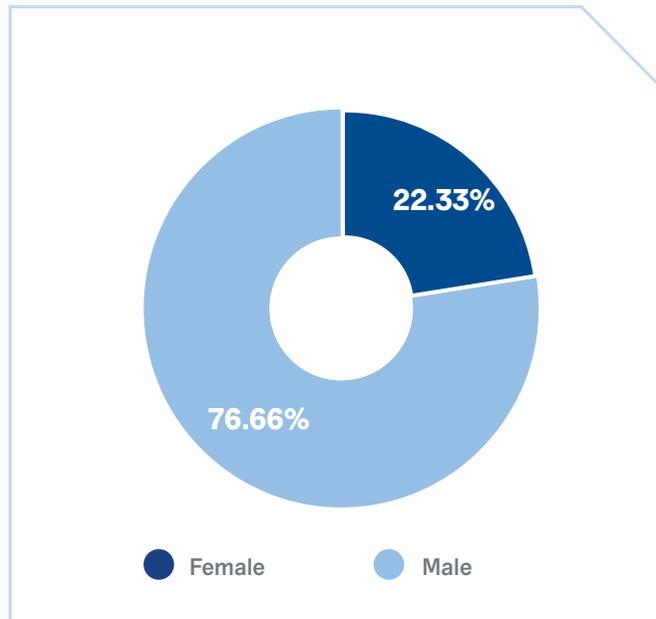
Comprising representatives from key functional areas, including Business, Risk Management, Human Resources, Operations, and the Sustainability and Sustainable Finance Division, the Committee facilitates cross-functional communication and coordinated decision-making to support the Bank's sustainability objectives.

Senior Management

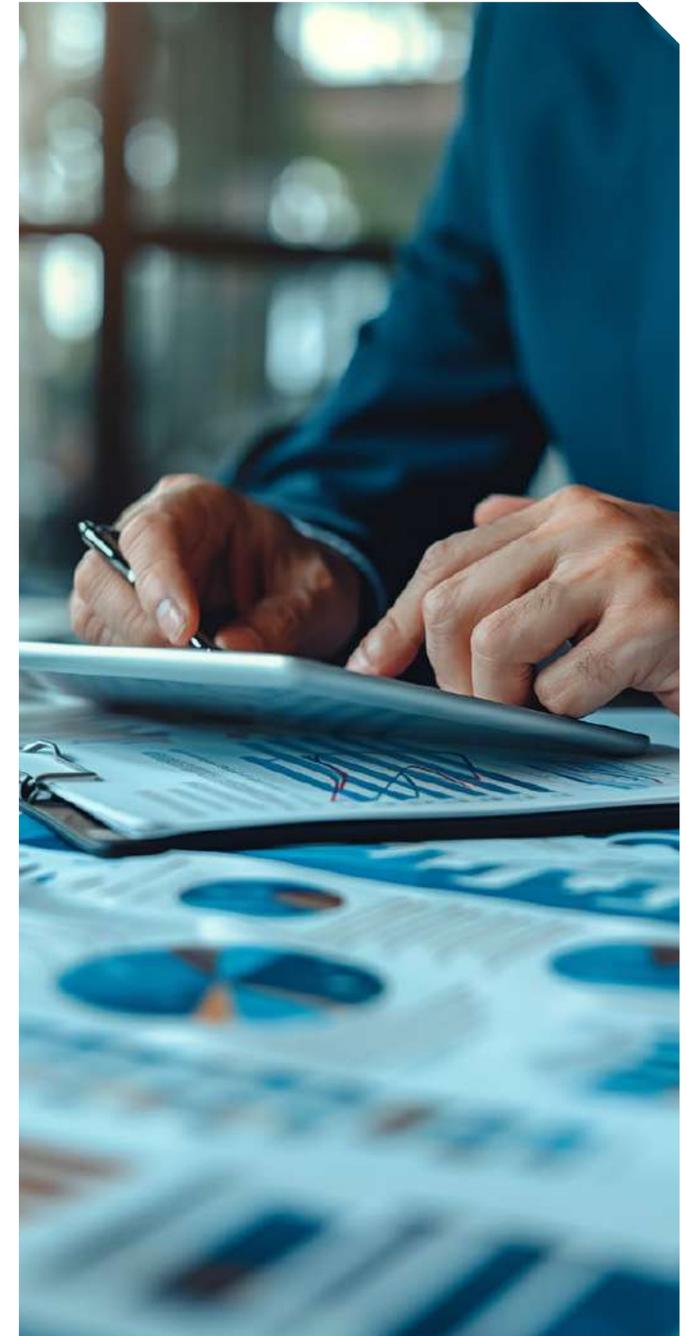
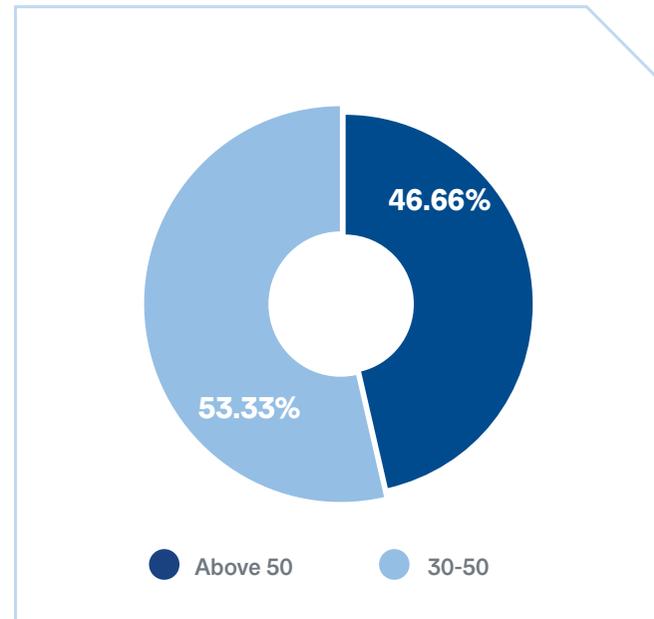
As per CBE regulations, non-executive Board members meet at least once a year with Senior Management to supervise and follow up on their performance.

The meeting is held in the presence of the Board Chairman and in the absence of executive members to ensure an independent assessment of the executive team. The Bank has 30 Egyptian senior management employees; their diversity categorization is specified in the following figures.

Senior Management by Gender



Senior Management by Age Category



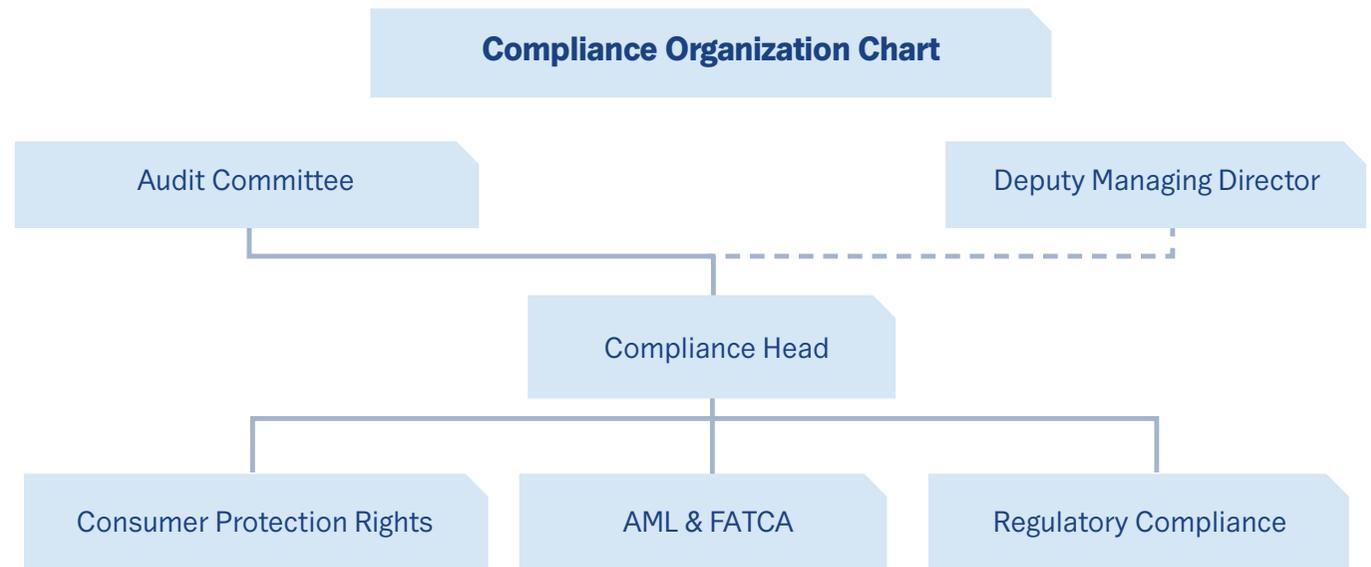


Ethics and Compliance

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 management team and the BAC to ensure that the Bank operates ethically and in accordance with all relevant regulations and internal policies.

The Bank maintains compliance with 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.

The Structure of the Compliance Function



AML/CFT Policy

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, 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 AML and CTF Unit, Sanctions, and CBE Reporting Units.

The FC policy is regularly reviewed and updated by the BoD and BAC in line with any regulatory requirements. The policy is designed to mitigate regulatory non-compliance and reputational risks of FCs and sanctions violations. It drafts a comprehensive outline for all staff, across different business departments and lines, about legal requirements and penalties for non-compliance, FC detection and response, sanction exposure, and suspicious transactions. The Bank also has an array of procedures in place that set out rules and controls for FC activity detection and determination, such as customer due diligence, transaction monitoring, suspicious activity reporting, and sanction screening. Suspicious financial transactions are detected and monitored using digital solutions, including the AML Monitoring system. The Bank reports suspicious financial transactions to the Egyptian Money Laundering Combating Unit through the GOAML regulatory system.

The AML and CFT units operate within the compliance function to identify, prevent, and mitigate money laundering and FC risks, thus ensuring legal and regulatory compliance with the AML and combating the financing of terrorism. The AML unit is also responsible for equipping the employees with the needed knowledge regarding the internal reporting procedures in case of any compliance breaches. In 2024, the unit provided them with specialized training sessions on AML & CFT and delivered FATCA and/or Sanctions training to 1819 employees.



Conflict of Interest

The conflict of interest policy outlines well-defined mechanisms and systems to avoid potential power misuses and misalignments with the Bank's best interests. In accordance with CBE Corporate Governance and Internal Control Instructions, the policy is reviewed every two years or whenever deemed necessary. Clearly defined conflict of interest management of external and internal business interests is embedded within the Code of Conduct to handle and oversee any incidents.

The management policy directs staff to avoid situations that could result in conflicts of interest, where the Bank or one of its employees may be perceived as not acting independently and objectively. The Board members consistently prevent conflicts of interest by continuously securing conflict-of-interest declarations at the beginning of every Board meeting and periodically completing conflict-of-interest forms. Identified and managed conflicts are shared with the Bank's stakeholders in the annual and corporate governance reports, fostering transparency and trust.

AML Monitoring Automation

As part of the Bank's digital transformation agenda in 2024, the compliance division has been integrated into the digital transformation of Robotic Process Automation (RPA) to automate AML monitoring reports. The AML monitoring process was ideally selected for automation due to its rules-based, repetitive, and high-volume nature.

The successful automated compliance reporting process has significantly reduced the reporting time and effort, simultaneously minimized the risk of errors and regulatory penalties, and shifted employees' focus from repetitive tasks to more strategic and value-added activities.

Anti-Corruption

NBK-Egypt maintains a well-established anti-bribery and corruption policy, supported by robust control processes and internal mechanisms that promote integrity.

The effect of NBK-Egypt's corporate governance was made evident through there being no reported instances of non-compliance with laws and regulations in 2024. The Bank had no records of significant fines and non-monetary sanctions for such non-compliance in the social and economic areas. No pending or completed legal actions were identified against the Bank regarding disputes or regulatory violations of anti-competitive behavior, antitrust, monopoly, business ethics, environmental protection, intellectual property rights, human rights, child labor rights, stakeholder rights, customer privacy breaches, management compensation, and share price manipulations. Only one corruption case has been filed against one employee—an issue which the Bank quickly resolved, recovering the entire amount associated with the case and avoiding any legal proceedings.

Confirmed Incidents of Corruption, Fraud, Money Laundering, and Bribery

	2023	2024
Number of confirmed incidents of corruption	0	1
Number of confirmed incidents of fraud	2	4
Number of confirmed incidents of money laundering	47	76

Internal Audit

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:

- Successful 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. Such authority allows for unrestricted access to the BoD.

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 relatively high tax jurisdictions that require sustained engagement with the Board on tax issues. The Bank resorts to an external tax consultant to review the tax returns and tax treatments, and update the Board (per quarter) on new tax laws and tax review outcomes of regulatory authorities.

Risk Management

NBK-Egypt's risk management function primarily acts as the internal advisor to the executive management on assessing and controlling overall risk. It ensures that risk policies and methodologies, as well as business strategy and activities, are consistently tailored to the Bank's risk appetite.

NBK-Egypt uses a comprehensive risk management framework that aligns with international standards, such as the Basel Accords and COSO. The main integrated components of the standard framework encompass risk identification, risk measurement and assessment, risk mitigation, risk reporting and monitoring, risk governance, risk culture and training, and the setting of objectives.

The proactive framework is strictly aligned with the Bank's strategic planning and inherently integrated within the core decision-making process at all levels. Significant risk issues are promptly identified, escalated, and managed to minimize their impact on the Bank's operations and financial stability. They are reported to the senior management and the Board through the CRO to implement appropriate mitigation measures, which are then monitored and followed by the Risk Management department.

All risk considerations, including credit assessments, are factored into every aspect of the Bank's operations. The Bank's risk management framework is supported by sustained oversight by the Board and senior management to secure the effective implementation of risk management. The overall risk management framework is reviewed and approved for its policies and strategies by the BRC, and its implementation is led by the CRO.

The Bank invests in ongoing training and awareness programs to ensure that all employees are equipped with the necessary skills to identify and manage risks. A formal Risk Appetite Framework (RAF) is specified for identifying, assessing, and managing a wide variety of risks, such as credit, operational, liquidity, and market risks.

Specific tolerance risk levels with a clear definition of maximum risk exposures are established for various forms of risks. The RAF is periodically reviewed and monitored to reflect changes in the Bank's risk profile and market conditions. Concerning liquidity and funding risks, the Bank has a liquidity Risk Policy, Contingency Plans, and Stress Testing to ensure prudent liquidity management.

To further bolster such management, early warning signals (EWS) are integrated within the risk appetite framework, and the risk management framework embodies interest rate risk in conjunction with FX risk. For market risks, the Bank adopts a variety of strategies and tools to measure, monitor, and manage its exposure to potential risks due to changes in market factors, such as interest and exchange rates.

Employed strategies and tools include investment diversifications, asset allocation, stress testing and scenario analysis, risk limits and controls, Value at Risk (VaR), and economic capital models. To identify and manage potential loan problems, the Bank relies on EWS to detect such issues as payment delays, changes in the borrower's financial condition, and adverse market conditions.



Additional adopted processes include the regular monitoring of loan portfolios, rigorous risk assessments, and the articulation of action plans for addressing the restructuring of options. Moreover, additional collateral requirements or legal actions are implemented as needed.

The Bank upholds stringent credit risk policies to manage financing operations and regularly reports on the related risks to the BRC for a thorough review. To effectively maintain control over the Bank's many units and functions, NBK-Egypt enacts an Operational Risk Management (ORM) policy that embraces such tools as risk and control self-assessments (RCSAs), key risk indicators (KRIs), and incident reporting. Moreover, the Bank has recently solidified its corporate credit policy by integrating environmental and social risk assessment in the credit assessment process.

The Bank applies a set of procedures to all loan requests for the financing of new projects, including screening against excluded activities, risk categorization, applying E&S performance standards checks, environmental and social appraisal and recommendations, legal covenants, monitoring, and reporting.

This responsible business practice highlights NBK-Egypt's commitment to financially supporting environmental and social finance, as well as its alignment with global and national sustainable guidelines and standards, including the UN SDGs, the Paris Agreement, Egypt Vision 2030, Egypt's National Climate Change Strategy 2050, and the CBE's Six Guiding Principles on Sustainable Finance.

NBK-Egypt identifies a set of climate-change-related physical risks to its operations, including extreme weather events, rising sea levels, and heat waves. The Bank is also exposed to transitional climate-change-related risks, which arise from the global shift toward a more sustainable and net-zero economy.

Transitional risks encompass issues related to evolving sustainability and climate change regulations, continuously changing sustainability market preferences, and reputational risk. NBK-Egypt has established itself as one of the leading Egyptian banks in the implementation of ESG risk management. In 2024, the Bank was elected to participate, alongside four other Egyptian banks, in the ESRM working group under the Federation of Egyptian Banks.

NBK-Egypt's head of ESG risk is accredited by the Egyptian Banking Institute as a climate and ESG risk instructor. This year, the Bank successfully updated the know your customer (KYC) procedures to account for specific aspects related to ESG risk assessment. The Bank initiated the automation of some ESG risk-related and sustainable finance reports, with one already having been implemented and another currently in the automation process. The ESG risk department extended the Sustainable Assets Register process on a more frequent basis by transitioning the schedule from annually to quarterly.





NBK-Egypt ESRM Framework

NBK-Egypt's ESRM framework establishes a comprehensive methodology for identifying, assessing, and managing environmental and social risks associated with the Bank's lending activities. Applicable across all sectors and project types, the ESRM framework enables the effective selection, monitoring, and mitigation of risks related to eligible assets, ensuring alignment with the Bank's sustainable finance objectives.

As part of the credit assessment process, every proposal undergoes environmental and social (E&S) due diligence. High-risk proposals are prioritized for in-depth assessment and required compliance measures are communicated to the respective Business Relationship Managers (RMs).

Environmentally and socially sustainable assets are identified and documented in a log sheet, which is shared internally with the NBK Group and externally with the CBE. NBK-Egypt also maintains a Sustainable Assets Register, updated quarterly, to monitor the performance and classification of sustainable assets in accordance with ESRM standards. Regular reports on the Bank's sustainable finance portfolio are submitted to both the CBE and NBK Group to ensure consistent adherence to ESRM guidelines.

The implementation of the ESRM framework within NBK-Egypt's Corporate Credit Policy is overseen by the CRO and is periodically reported to the BRC to ensure effective governance and accountability.

To strengthen internal capabilities, NBK-Egypt provides ongoing ESRM training to staff across various departments, including business, risk, engineering, and procurement. These sessions ensure that employees are well-equipped to apply ESRM principles in their respective roles, supporting the Bank's commitment to responsible banking practices.

Since the initiation of the ESRM process in mid-October 2023, NBK-Egypt has achieved significant milestones in risk management:

- Assessed the E&S risk of over 1000 credit proposals.
- Conducted internal training on ESRM for more than 150 staff members from business, risk, engineering, and procurement departments.
- Identified and reported over 50 credit facilities to the CBE under the umbrella of sustainable finance.
- Successfully submitted five quarterly reports on NBK-Egypt's sustainable finance portfolio to the CBE.
- Submitted Four eligible sustainable assets register to the NBK group under NBK's framework in support of the issuance of Green Bonds.

The Scope of NBK-Egypt's ESRM includes:

01

NBK-Egypt's Environmental and Social Management System

NBK-Egypt has a well-defined Environmental and Social Management System (ESMS) to systematically identify, minimize, and manage environmental and social risks associated with the Bank's business activities—particularly corporate transactions. The ESMS implementation is led by the Risk Division's Sustainable Finance Department. It relies on the outlined NBK-Egypt's environmental and social policy within the credit risk policy. The ESMS aims to:

- Incorporate ESG considerations, including E&S and climate risks, across all client segments and products;
- Address environmental and social risks in client/investee operations, in accordance with CBE sustainability regulations and international standards;
- Satisfy stakeholder expectations on climate risk management, sustainability, and ESG reporting; and
- Facilitate collaboration with development financing institutes (IFC, EBRD, KFW, etc.) by meeting eligibility criteria for technical and financial assistance

NBK-Egypt, as a member of the Federation of Egyptian Banks, actively participated in the ESRM Working Group in 2024. The bank supported over 10 banks in establishing Environmental and Social (E&S) Risk Assessment frameworks by providing essential information and guidance on policy development.



02

Environmental and Social Categorization

NBK-Egypt is guided by the national Environmental Impact Assessment (EIA) categorization system of the Egyptian Environmental Affairs Agency (EEAA), except for certain specific business activities that are excluded from this system. According to the associated environmental and social risks and the size of the project, all transactions are classified into four main categories (A, B, C, and Excluded).

These categories are the core basis of determining the environmental and social due diligence of the inherent financial transaction. The business activity category reflects specific performance standards and requirements with which clients are expected to comply. ESG due diligence is conducted to identify the assets' positive or negative environmental and/or social impacts and classify each facility's ESG risk, thereby enhancing the Bank's corporate portfolio's ESG risk categorization.

The Scope of NBK-Egypt's ESRM includes:

03

An Integrated Approach to Environmental Risk Management in Financing Activities

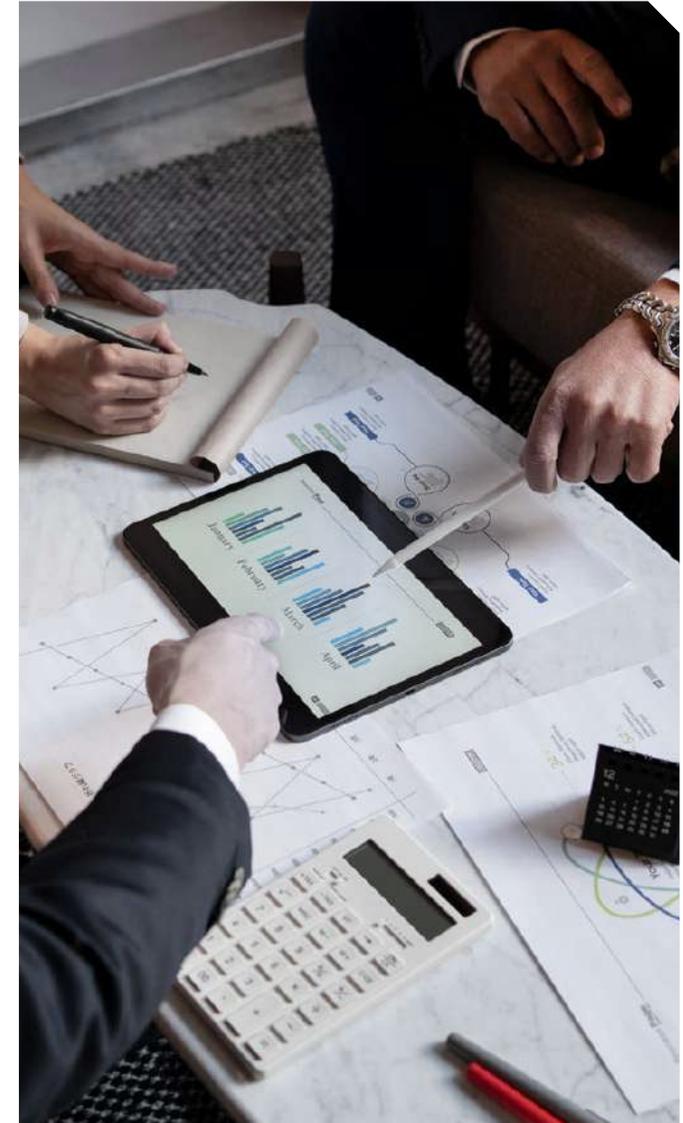
The environmental intensity of the Bank's loan portfolio is assessed upon corporate portfolio categorization by high and medium E&S risk classification. Approximately %34.57 of the total corporate portfolio is classified as high E&S risk, where the largest share is attributed to the mining and energy sectors. Medium E&S risks constitute roughly %43.65 of the total corporate portfolio, with the majority attributed to the construction sector. The oversight of ESG risk management in financing activities starts at the early stages of initiating the lending process. A mandatory E&S checklist is filled out by business RMs as a prerequisite to credit proposal submission by the risk management information system (MIS).

The checklist is then reviewed against E&S due diligence, and credit admin begins to proceed with the facility activation and disbursement, conditional on the approval of the credit risk committee and confirmation from the E&S Risk Department.

NBK-Egypt has established clear ESG due diligence triggers and risk escalation procedures as part of its credit assessment process. Clients are required to submit all available E&S approvals or permits along with their credit applications to be eligible for E&S due diligence after screening against the Bank's Exclusion List. Loan proposals that fall within the exclusion criteria or present unresolved E&S risks are rejected following consultation with the E&S Risk Department.

To verify client-provided information, the Investigation Unit integrates an E&S compliance checklist into its surveys. In cases of suspected non-compliance, the E&S Risk Department conducts thorough reviews, often including site visits or updated environmental assessments, to confirm violations. These processes help identify required E&S measures and ensure the implementation of corrective actions, such as the development of an Environmental and Social Action Plan (ESAP). The Credit Approval Authority (CAA) considers E&S risk recommendations when assessing credit proposals and determining disbursement conditions.

NBK-Egypt continues to have an external environmental consultant, accredited by Egypt's Ministry of Environment to assess environmental risks associated with large corporate projects in the Bank's continuous commitment to support the growth of the Bank's sustainable finance portfolio.



Financial and Operational Resilience

NBK-Egypt prioritizes a range of measures to ensure operational and financial resilience. The Bank maintains a comprehensive Business Continuity Plan (BCP) that includes risk assessments, business impact analyses, emergency response procedures, a stakeholder communication strategy, and regular employee training on emergency preparedness and response.

Complementing this, the Bank also implements a Disaster Recovery Plan, supported by robust data backup and recovery systems, resilient IT infrastructure, designated alternative work locations, and regular testing and simulation drills. Both the BCP and Disaster Recovery Plan are tested and reviewed at least annually (or whenever required), and are regularly updated to reflect changes in the business environment, technological advancements, or evolving regulatory requirements. In so doing, the Bank reinforces its commitment to mitigating ESG risks and advancing sustainable banking practices.

Business Continuity Management Strategy

Ensures the Health and Safety of Personnel

Meet Obligations to Customers, Regulators and Counterparts

Protects Brand Reputation

Facilitates Resumption of Operations as soon as Possible

Minimizes the Operational Risks and Related Financial Losses to the Business

In 2024, NBK-Egypt advanced its commitment to operational excellence by launching two transformative frameworks: the Document Control Framework, which streamlines and standardizes the lifecycles of policy and procedure documents, while eliminating reliance on printed copies; and the User-Configurable Systems Framework, developed to strengthen governance over critical spreadsheets and databases.

This framework empowers business users to build and adopt secure, auditable tools with minimal IT intervention while ensuring data consistency. In parallel, the bank introduced 32 new Standard Operating Procedures (SOPs) and revised 68 existing SOPs to ensure full alignment with international best practices and regulatory mandates. Notably, 22 of these SOPs focused on information security, establishing robust protocols to safeguard sensitive data, mitigating operational and compliance risks, enhancing cybersecurity resilience, reducing human error, and enabling rapid, effective responses to emerging threats.





04

Pillar 2: Responsible Banking

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

PILLAR 2: RESPONSIBLE BANKING

Sustainable Finance

In line with the Group's strategic commitment to responsible banking, NBK-Egypt is dedicated to financing a wide range of sustainable projects and providing a comprehensive portfolio of green and social products and services tailored to meet the evolving needs of diverse customer segments, as aligned with the CBE's Six Guiding Principles for Sustainable Finance.

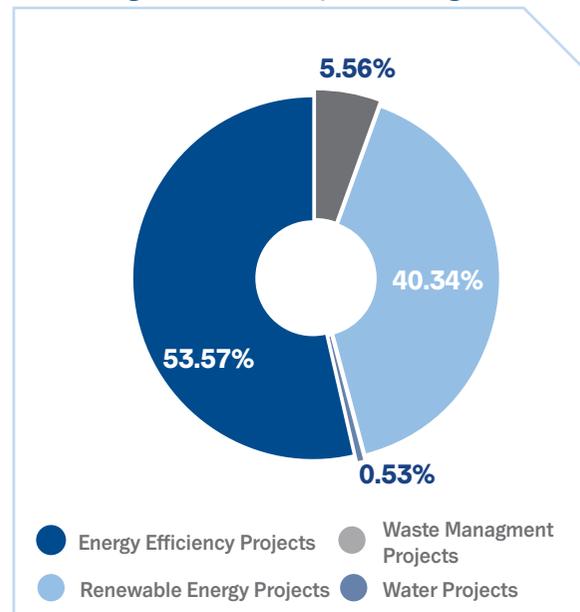
Green and Social Financed Projects

NBK-Egypt remains dedicated to advancing sustainable growth by financing green and social projects that support environmental conservation and socio-economic development. In 2024, NBK-Egypt financed seven environmental projects with a total value of EGP 149.96 million, focusing on energy efficiency, renewable energy systems, water management and conservation, and waste management solutions.

Additionally, NBK-Egypt financed 20 social projects amounting to EGP 4,525.37 million, targeting such critical sectors as education, infrastructure development, healthcare, and the empowerment of micro-enterprises through supporting non-banking financial institutions offering microfinance.

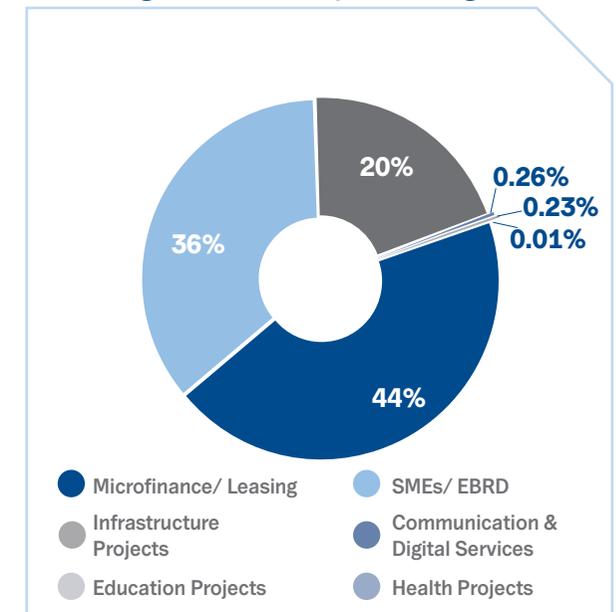
Green Projects Categories

Percentage of Green Projects Categories



Social Projects Categories

Percentage of Social Projects Categories



Sustainable Lending Across the Bank's Business Lines

NBK-Egypt's sustainable finance approach is integrated across all business lines, ensuring a comprehensive portfolio of green and social products and services tailored to meet the evolving needs of diverse customer segments.

NBK-Egypt ensures that its large-scale financing projects align with ESG standards. This is reinforced through the Bank's ESRM policy, which has been integrated into its pre-existing credit policy since 2023. The ESRM policy ensures that all financed projects are assessed for their ESG impact, thus helping minimize potential negative effects and support sustainable, long-term benefits. For projects exceeding EGP 200 million, environmental consultants are engaged to ensure that comprehensive E&S considerations are addressed throughout the project lifecycle.

As part of the Bank's ongoing efforts to support small and medium-sized enterprises (SMEs), NBK-Egypt has implemented a strategy centered on integrating innovative digital solutions and process optimizations. These efforts aim to empower entrepreneurs and promote sustainable business growth. Accordingly, NBK-Egypt successfully maintained compliance with the CBE's requirement to allocate 25% of its loan portfolio to SMEs for the second consecutive year, while also expanding access to a wider range of companies across the country.

A key initiative in this effort is the "Fast Track Lending Program," designed to make lending to SMEs a much easier and faster process. It provides different types of finance, including revolving and non-revolving short-term finance or non-revolving medium-term finance, in addition to supporting suppliers' payments.

The "Youth in Business" program forms part of the SME lending programs, available in partnership with the European Bank for Reconstruction and Development (EBRD). Moreover, NBK-Egypt has increased awareness of the EBRD's Green Economy Financing Facility (GEFF 2) among Relationship Managers in the Corporate and SMEs Divisions. These initiatives are aimed at strengthening the Bank's green finance portfolio and empowering clients to adopt sustainable business practices. Through the GEFF facilities, NBK-Egypt continues to offer its clients access to green funding.

NBK-Egypt also recognizes the importance of supporting micro-enterprises in driving economic growth, as reflected in the Bank's efforts to provide loans to microfinance institutions that support these businesses.



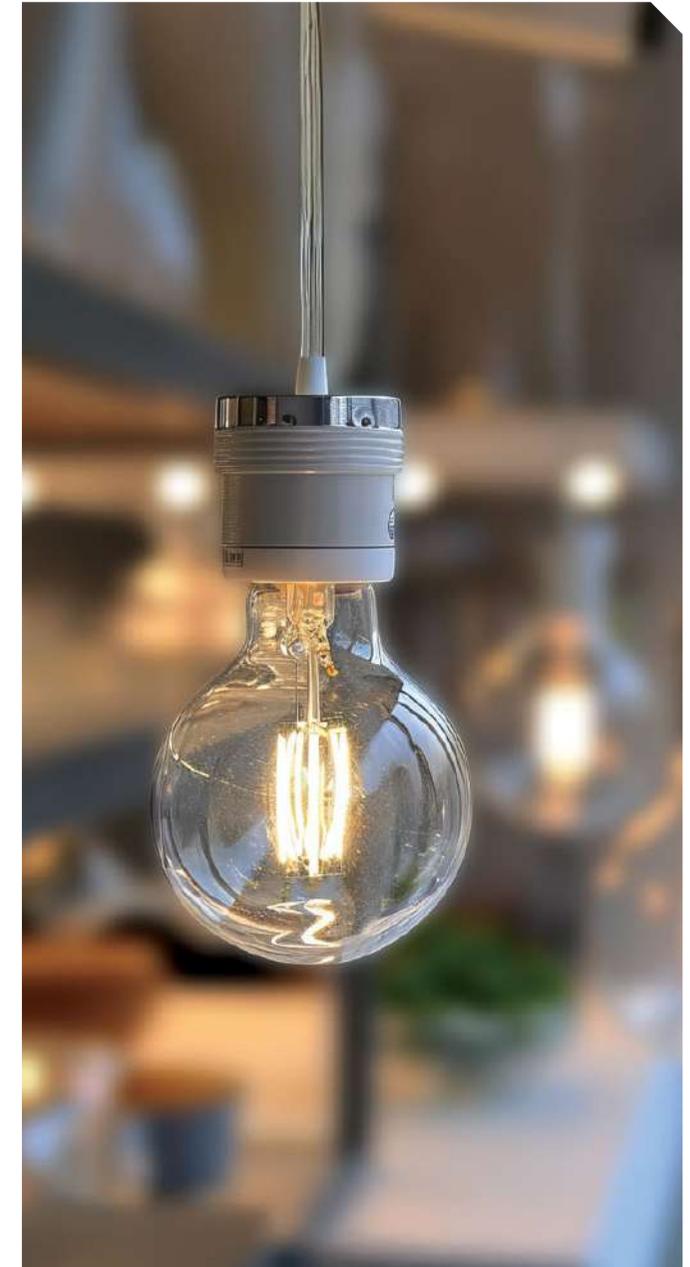
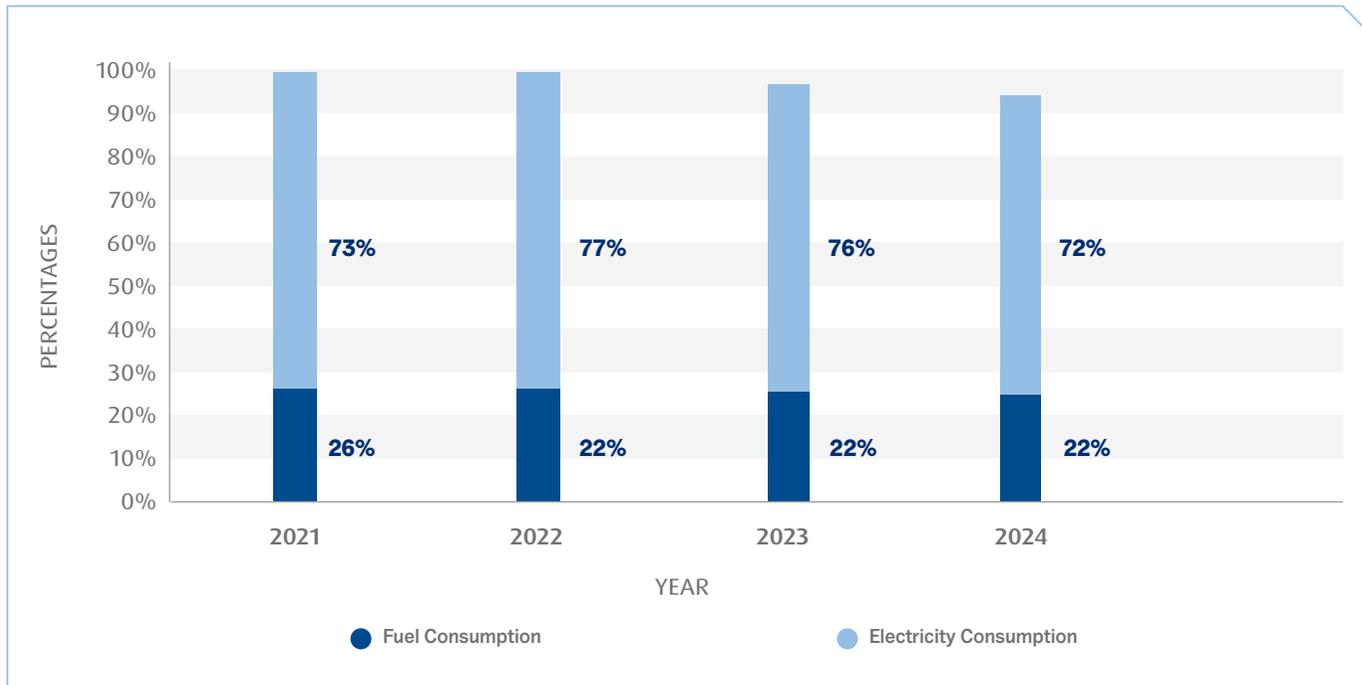
Environmental Impact

Energy Source Efficiency and Reduction

In 2024, NBK-Egypt reduced its total energy consumption by %5 to 39,613.82 GJ from 41,601 GJ in 2023. This reduction was driven by a %1 decline in fuel consumption and a significant %10 drop in electricity use. In terms of energy intensity per square meter, NBK-Egypt recorded an improvement from 136.23 GJ/m² in 2023 to 122.68 GJ/m² in 2024.

A key contributor to this progress was the implementation of the Climate Edge digital tool, which significantly enhanced the accuracy of energy data, particularly in capturing actual consumption across branches and enabling smarter decisions in energy optimization. The following graph provides a detailed breakdown of fuel and electricity contributions to the Bank's total energy use.

Energy Consumption Breakdown



Energy Efficiency Initiatives

NBK-Egypt has adopted several initiatives to optimize energy efficiency, including:

- Replacing traditional lighting fixtures with energy-efficient LED lighting at the head office.
- Maintaining HVAC systems regularly to prevent freon leakage.
- Automating remote control of selected electrical loads and monitoring CO₂ emissions from HVAC systems.
- 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.

Waste Management

NBK-Egypt has taken a series of proactive actions to manage waste-related impacts, such as reducing internal waste generation by encouraging paperless operations, reusing office supplies, and segregating waste at the head office. This is consolidated by the core elements of the Bank's effective waste management system, including:

- Waste Reduction and Prevention Strategies
- Paperless Banking: encouraging e-statements, digital contracts, and online transactions to reduce paper waste.
- Employee Awareness Programs: educating staff on waste reduction, responsible printing, and recycling practices.
- Waste Segregation and Recycling Programs at the head office.
- Compliance with Environmental Regulations.

In terms of paper, the total amount consumed reduced from 91,952 KG in 2023 to 88,676 KG in 2024. The Bank managed to increase its consumption of recycled paper by %18, totaling 58,821 KG of paper.

Water Management

NBK-Egypt has taken proactive steps to enhance water efficiency across its operations by:

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



Responsible Procurement

NBK-Egypt is committed to integrating sustainability into its procurement practices, ensuring that all procurement activities reflect social and environmental responsibility.

Procurement Highlight Progress

- Achieved a local supplier representation of almost 90%, and implemented enhanced monitoring systems for contract compliance, human rights, and minimum wage requirements.
- Optimized procurement operations through technology integration and strengthened supplier assessments, thereby improving cost management and delivery efficiency.

Building a Sustainable Sourcing Network

NBK-Egypt is dedicated to developing a supply chain that reflects its values of quality, integrity, and responsibility. Suppliers are carefully selected based on rigorous evaluation processes, ensuring that they meet high standards for quality, ethical practices, and operational efficiency. Nearly %90 of all suppliers are local, emphasizing a strong commitment to supporting the local economy and fostering community resilience.

Beyond sourcing, the responsible management of logistics and inventory enhances the Bank's operational efficiency. This includes overseeing such essential aspects as quality control of printed materials, maintaining compliance with regulatory standards, and ensuring effective management of assets. These practices contribute to an efficient and seamless flow of goods and services across the Bank's operations.

2024 Responsible Procurement Key Developments

Adopted a Responsible Procurement Policy and Guidelines

NBK-Egypt implemented a comprehensive policy to ensure that all suppliers comply with ethical, social, and environmental standards. The guidelines emphasize governance, social responsibility, and environmental impact.

Introduced a New Vendor Registration Process

All new suppliers are now required to sign NBK-Egypt's Sustainable Supplier Code of Conduct, reinforcing the Bank's commitment to ethical business practices and environmental sustainability.

Implemented an ESG Checklist for Supplier Evaluation

In partnership with the Sustainability Division, an ESG checklist was introduced to assess environmental and social performance during supplier selection, ensuring responsible vendor engagement.

Provided Sustainability Training for Procurement Leaders

Key personnel received targeted training in sustainable procurement practices to strengthen internal capabilities.

Enhanced Procurement Governance through SAP System

NBK-Egypt utilizes the SAP system to streamline procurement processes, enforce policy compliance, and improve transparency across the supply chain.

Sustainable Supplier Code of Conduct

NBK-Egypt's Sustainable Supplier Code of Conduct outlines clear E&S standards that all suppliers are expected to uphold. It requires suppliers to:

- **Strong Governance and Ethical Practices**
Operate in alignment with NBK-Egypt's Code of Conduct and maintain high standards of integrity and transparency.
- **Ensure Legal and Regulatory Compliance**
Adhere to all applicable local and international laws, including those related to anti-bribery, anti-money laundering, and human rights protections.
- **Promote Workforce Diversity and Inclusion**
Foster an inclusive work environment that values diversity and equal opportunity.
- **Implement Environmental Management Systems**
Actively manage environmental impacts through such initiatives as carbon footprint reduction, responsible waste management, and energy efficiency measures.
- **Protect Labor Rights and Provide Grievance Mechanisms**
Establish clear channels for employees to report concerns without fear of retaliation, ensuring safe and fair working conditions.

Responsible Procurement Policy

The Procurement Policy was last updated in 2024 to incorporate ESG considerations and is regularly reviewed to maintain alignment with evolving sustainability standards. Key compliance measures include annual contract reviews in coordination with the Legal Affairs and Risk Management departments to identify and mitigate procurement-related risks. NBK-Egypt also ensures that all outsourcing arrangements comply with defined sustainability and governance requirements.

To reinforce accountability, ongoing monitoring and periodic supplier audits ensure adherence to the Sustainable Supplier Code of Conduct. The policy also emphasizes three core principles that guide NBK-Egypt's procurement practices:



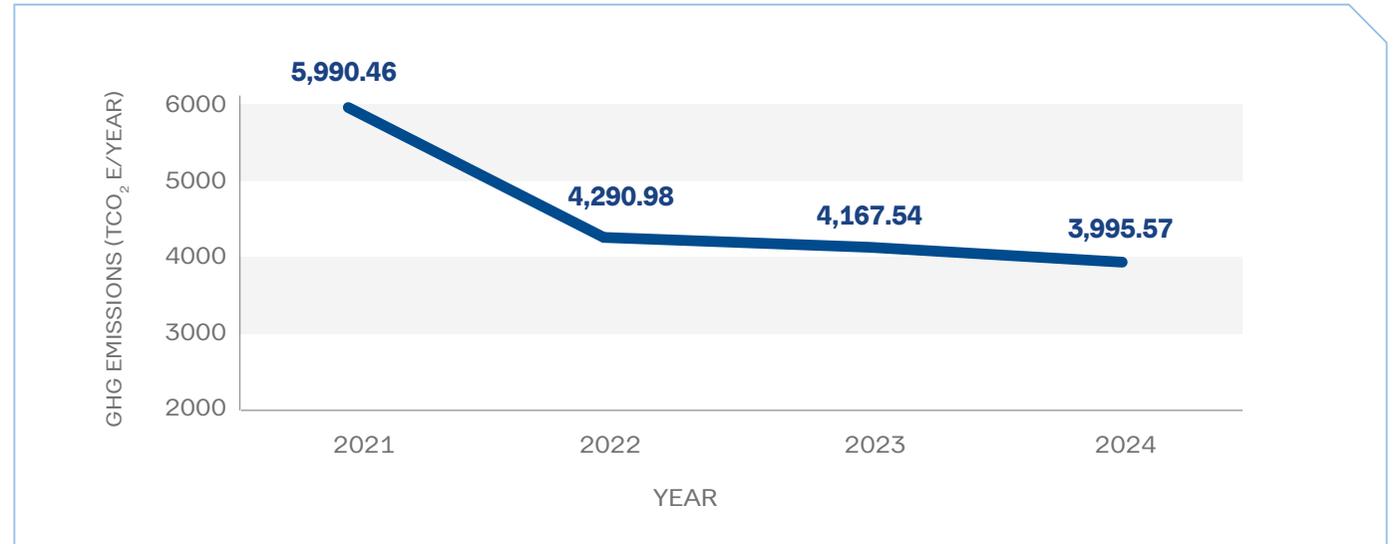
Emissions and Decarbonization

NBK-Egypt is committed to upholding its environmental responsibility by monitoring and tracking its carbon footprint on an annual basis. A comprehensive assessment of the Bank's emissions is publicly specified in the Bank's Carbon Footprint (CFP) Report in 2024.

Greenhouse gas (GHG) emissions were 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. Below is an extensive summary of Scopes 1 and 2 of carbon emissions for 2021–2024 across the head office and all branches.

Emission Source	2021 (tCO ₂ e)	2022 (tCO ₂ e)	2023 (tCO ₂ e)	2024 (tCO ₂ e)
Stationary Fuel Combustion	594.998	518.58	511.34	503.8
Mobile Fuel Combustion	44.86	44.9	79.14	150.31
Fugitive Emissions (Fertilizers)	0.15	0.11	0.12	0.12
Fugitive Emissions (AC and Refrigerants)	2,358.75	468.16	362.03	344.96
Purchased Electricity	2,991.7	3,259.9	3,214.94	2,996.39
Total Emissions	5,990.46	4,290.98	4,167.45	3,995.57

Total GHG Emissions



Climate Edge Tool

NBK-Egypt continues to proactively lead the banking sector in environmental consciousness and climate stewardship by positioning itself as the first Egyptian bank to digitize emission calculation. Building on the progress made in 2023, the Bank continues its use of the Climate Edge platform to advance the monitoring and analysis of emission impacts, develop targeted sustainability initiatives, and tangibly reduce carbon emissions.

Standout Features of The Bank's Continued Efforts

Enhanced data governance through a streamlined data collection process, minimized data gaps.	Real-time visual reports for instant insights into emissions data.	Alignment with global ESG standards to set and achieve ambitious sustainability targets.
Advanced technology integration for accurate emissions tracking.	Compliance with regulatory standards for transparent and accountable emissions reporting.	Strengthening customer trust through a commitment to eco-conscious banking practices.

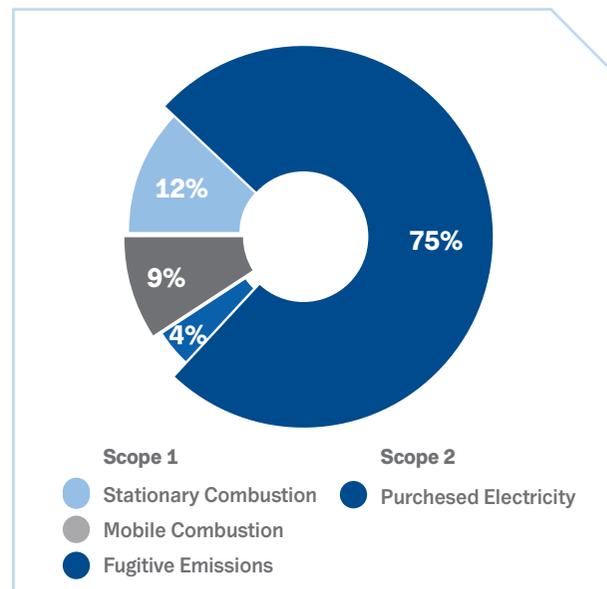
GHG Emissions

In 2024, NBK-Egypt generated a total of 3,995.57 tCO_{2e} in GHG emissions, reflecting a %4 reduction compared to 2023. Scope 1 emissions accounted for 999.19 tCO_{2e} (%25 of the total) and were derived from stationary combustion, mobile combustion, and fugitive emissions. Despite the overall decline in emissions, Scope 1 increased by %5, primarily due to a %90 rise in mobile fuel combustion. This was largely attributed to the addition of eight new vehicles, which led to increased fuel consumption, along with expanded operational activities requiring more travel for client meetings and site visits.

Within Scope 1, stationary fuel emissions decreased by %1.5, while fugitive emissions, originating from fire suppressants, fertilizers, and refrigerants used in air conditioning, declined by approximately %5. Scope 2 emissions, totaling 2,996.39 tCO_{2e} and representing %75 of total emissions, were solely from purchased electricity. The Bank successfully reduced electricity consumption across its buildings by %7, contributing significantly to the overall reduction in emissions.

The decline in total emissions was evident across most sources, except for mobile combustion.

Scope 1 and Scope 2 Breakdown





05

Pillar 3: Capitalizing on Our Capabilities

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

PILLAR 3: CAPITALIZING ON OUR CAPABILITIES

Employee Empowerment and Well-being

NBK-Egypt is dedicated to nurturing a diverse and inclusive workforce while fostering a culture of trust, innovation, and transparency. The Bank aims to maximize its employee value proposition by prioritizing the physical, mental, and financial well-being of its people, alongside their professional development. Through diligent workforce management and a strong organizational structure, NBK-Egypt focuses on attracting, hiring, engaging, and retaining both experienced and high-potential talent.

As of 2024, the NBK-Egypt workforce reached 2,049 employees, representing a %5 increase from 2023. The Bank's staff are empowered through diverse training, employee engagement activities, and attention to their well-being and work-life balance.

First HR ISO
Certification
in the banking
sector



Employee Satisfaction and Engagement

NBK-Egypt ensures a positive work environment, prioritizing employee engagement and satisfaction. The Bank actively gathers feedback through structured engagement surveys, which help assess workplace sentiment, identify areas for improvement, and guide the implementation of meaningful initiatives that reflect employees' needs and aspirations.

To promote transparency and accountability, the Bank holds meetings with the relevant internal personnel and discusses key findings from the employee engagement surveys. These collaborative discussions inform the development of targeted action plans, thus reinforcing NBK-Egypt's ongoing commitment to the continuous improvement and well-being of its employees.



Breakfast/Lunch with the Managing Director and Senior Executive Team

To promote a culture of transparency, open communication, and employee engagement, the Bank organized 15 rounds of “Breakfast/Lunch with the Managing Director” sessions. These gatherings offer employees a valuable opportunity to engage directly with senior leadership, share their insights and concerns, and contribute ideas for continuous improvement.

Further to this, the Bank launched a new initiative in which the Managing Directors and Senior Executive Team hold dedicated meetings with employees across various functions. These sessions are designed to facilitate two-way dialogue, gather employee feedback, and collaboratively explore ideas and recommendations to strengthen the Bank’s culture and reinforce its commitment to employee engagement.

Management Visits

NBK-Egypt’s Management conducted regular visits to branches during 2024, 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.

Staff Engagement Activities

NBK-Egypt actively promotes team bonding and employee engagement through various events, including:

- Sohour Ramadan
- Ramadan Annual Bazar
- Football Tournaments
- NBK-Egypt joined the Banks Padel Tournament
- Summer Giveaways
- Back-to-School Bazar
- Mother’s Day and Women Month Celebrations

These activities foster a sense of belonging, and teamwork among employees, enriching their overall experience at NBK-Egypt.

HR Champions Program

To enhance internal communication and strengthen employee representation, the Bank launched HR Champions across all departments, divisions, and branches in 2023. This initiative empowers employees to share suggestions, collaborate with peers, and contribute to HR initiatives, thereby making NBK-Egypt an even better place to work.

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.

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 2024, 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.

Summer Internship Program

As part of NBK-Egypt’s ongoing commitment to youth development, in 2024, the Bank offered undergraduates a -3month summer internship, building a pool of 210 talented fresh graduates ready to join the workforce. This program provided hands-on experience in the banking sector, enhancing their professional skills and career readiness.



Employee Training and Development

NBK-Egypt is committed to empowering employees through comprehensive personal and professional development initiatives. The Human Resources Division sets KPIs to measure performance and career progression, ensuring that %100 of employees receive regular career development assessments.

Total Training Hours	75,128
Female Training Hours	52,589.6
Male Training Hours	22,538.4



Leadership and Career Development Programs

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.

Women in Leadership Program

Empowering women remains a strategic priority for NBK-Egypt. As part of this commitment, the Bank, in collaboration with NBK Group, enrolled one participant in the RISE Masterclass Program, designed to support female leadership development and career progression.

Mentorship Program

In 2024, NBK-Egypt launched a targeted mentorship program aimed at bridging generational gaps, promoting knowledge transfer, and enhancing inter-organizational collaboration. The program engaged 70 high-performing employees, carefully selected based on their exceptional performance and contributions to the Bank.

ESG Training

Recognizing the growing importance of ESG practices, 2024 marked a vital year for NBK-Egypt with integrated ESG-related training into the Bank's annual training plan. In 2024, a total of 1,934 employees received such training across all employment levels (as seen in the following tables).

Employment Grade	Employees Trained
Induction Programs (New Hires)	341
Junior Employees	477
Supervisors	236
Middle Management	486
Top Management	43
Board of Directors	2
Total	1,934

Employees participated in targeted ESG training programs covering a wide range of sustainability and sustainable finance topics.

Training Topic	Employees Trained
Introduction to ESG & Sustainable Finance	1820
Climate Risk Management	3
ESRM	20
Carbon Border Adjustment Mechanism (CBAM) & Carbon Market	16
International Financial Reporting Standards (IFRS) S1 & S2	7
Climate Finance	2
Green Finance under GEFF II Loan Facility Program under EBRD	59
GRI	5
ESG Governance	2

Performance Management and Succession Planning

Performance Management

NBK-Egypt's performance management system ensures employees' effective contribution to the Bank's strategic goals. The success of the Bank largely depends on the success of its individual employees. The process includes:

- **Annual performance evaluations**, providing structured feedback and career guidance.
- **Transparent ranking scales** to ensure fairness in performance assessments.
- **Ongoing coaching and support** to help employees align with business objectives.

Succession Planning

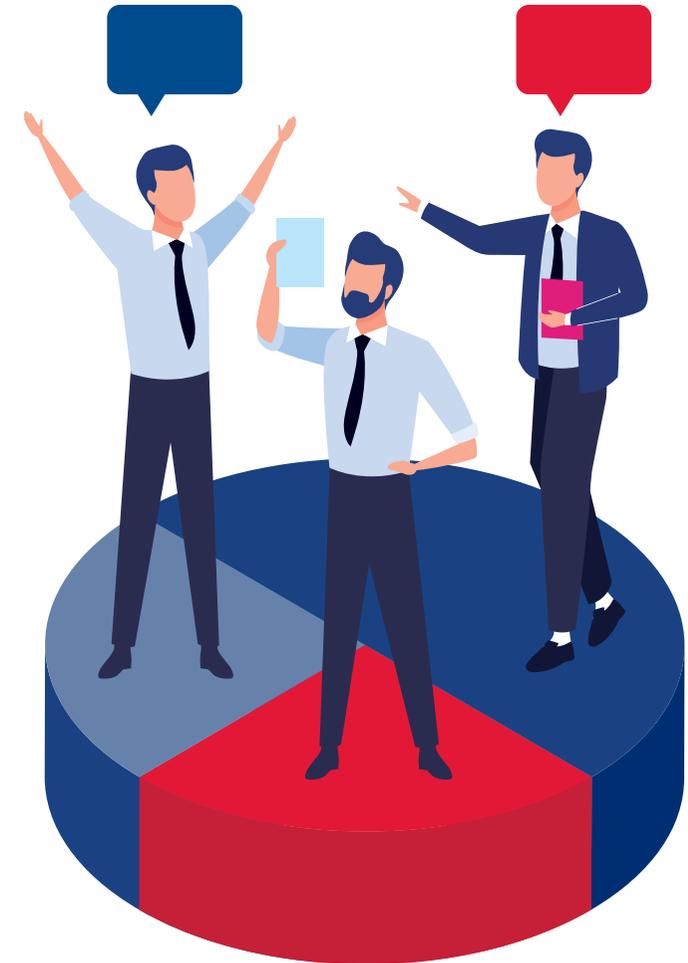
NBK-Egypt prioritizes internal talent development before offering vacancies externally. The succession planning strategy includes:

- Identifying high-potential employees for key roles through structured talent grids.
- Providing specialized training, mentorship, and job rotation to cultivate leadership talent.
- Ensuring long-term stability and leadership continuity.

Objectives of the Succession Planning:

- Develop a strong and sustainable executive leadership team.
- Manage risks associated with staff turnover.
- Accelerate career growth and improve employee retention.
- Strengthen knowledge transfer and employee engagement.
- Ensure long-term sustainability in serving clients.
- Identify ongoing replacement needs and develop targeted training programs.
- Maximize the intellectual capital of NBK-Egypt's workforce.

By investing in these areas, NBK-Egypt fosters a highly skilled, future-ready workforce, ensuring long-term success and employee satisfaction.



Case Study

Establishing the High-Tech Academy at NBK-Egypt

Summary of the Initiative

In today's fast-paced digital landscape, keeping up with technological advancements is essential. To address this need, the Bank is establishing the High-Tech Academy, an initiative designed to equip fresh graduates with cutting-edge technology skills and programming expertise. The academy provides participants with an industry-recognized certification program, ensuring they are well-prepared for the demands of the modern Banking sector.

Importance to the Bank

The High-Tech Academy is a strategic initiative that ensures a pipeline of skilled professionals who are proficient in the latest technologies. This helps the Bank mitigate talent shortages, reduce turnover in tech-related roles, and build a workforce capable of driving digital transformation.

Goals and Objectives

The primary goal of the academy is to support the Bank with highly skilled technology professionals who can confidently navigate evolving market demands. By fostering a strong foundation in digital competencies, the Bank aims to meet the increasing demand for specialized technology staff within the financial sector.

Partnerships and Collaborations

The successful implementation of this initiative was made possible through the Bank's collaboration with the Egyptian Banking Institute (EBI).

Program Structure and Features

The High-Tech Academy is a five-month training program structured into two phases:

- Foundation Program – Attended by all participants to establish core technology fundamentals.
- Specialized Program – Participants are then assigned to specialized programs based on the specific technological needs of the Bank.

Achievements and Impact

The academy has yielded outstanding results, with graduates receiving highly positive feedback regarding their readiness and technical proficiency. Many participants quickly adapted to the work environment and contributed to significant projects, including:

- Tokenization initiatives (Apple Pay/Android Pay)
- Development of E-Forms and automated business processes
- Enhancing integration landscapes and improving system capabilities

These contributions have strengthened the Bank's digital infrastructure, leading to greater efficiency, improved customer experiences, and enhanced operational resilience.

Employee Retention

NBK-Egypt remains committed to fostering a supportive and inclusive workplace by implementing comprehensive employee retention strategies that prioritize well-being, fair treatment, and career growth. The Bank's policies, benefits, and structured exit schemes ensure the safeguarding of employee rights while promoting a culture of engagement, transparency, and professional development. In 2024, the layoff rate was %0.04.

Category	New Employees		Turnover		Net Change
Gender	Number	Allocation	Number	Allocation	Number
Female	125	41%	71	34%	54
Male	179	59%	136	66%	43
Total	304	100%	207	100%	97
Age Group	Number	Allocation	Number	Allocation	Number
Under 30	187	62%	120	58%	67
50-30	115	38%	85	41%	30
Over 50	2	1%	2	1%	0
Total	304	100%	207	100%	97

Employee Experience and Retention Initiatives

To enhance employee satisfaction and retention, NBK-Egypt's HR Department conducts structured exit interviews with all departing employees. These help assess:

- Overall employee experience.
- Key challenges and areas of improvement to strengthen retention strategies.
- Insights into career development opportunities that could enhance future engagement.

By implementing proactive retention policies, NBK-Egypt continues to nurture and craft a resilient and motivated workforce that drives long-term success.



Employee Rights and Workplace Policies

NBK-Egypt upholds a strong commitment to employee protection and well-being through structured policies, benefits, and grievance mechanisms. These measures define workplace relationships, ensure fair treatment, protect employee rights, and provide guidance on ethical conduct and professional responsibilities.

Key initiatives include:

Grievance Mechanism

The Bank upholds a structured and transparent grievance process that enables employees to raise HR-related concerns through multiple channels, including email and direct access to HR representatives. This mechanism ensures that workplace policies align with global ethical standards, particularly in addressing such issues as forced or compulsory labor.

✓ Confidential and Impartial Handling

All submissions are treated with strict confidentiality and undergo a thorough, unbiased investigation to ensure fair resolution.

✓ Timely Resolution

To enhance efficiency, %80 of grievances are resolved within 4 weeks, thereby ensuring swift action on critical concerns.

✓ Clear Communication

Employees receive regular updates throughout the process, keeping them informed of progress and final resolutions.

Whistleblowing Mechanism

Employees can confidentially report violations, malpractices, or unethical conduct directly to the Chairman. This framework guarantees an independent investigation and continuous monitoring, thereby ensuring a safe and transparent work environment. Employees are protected from penalties even if their claims are unsubstantiated.

Operational Change Notification

The Bank provides employees with a minimum of two weeks' notice before implementing operational changes that could substantially affect them. In case of termination, employees receive a 3-2 month notice period, as outlined in the collective bargaining agreement.



Code of Conduct

NBK-Egypt's Code of Ethics serves as a guiding framework for employees, defining the ethical standards expected from all stakeholders. In 2024, no incidents of discrimination were reported, and no legal actions were taken against NBK-Egypt related to workplace discrimination, harassment, employee health incidents, or violations of business ethics. To proactively address potential concerns, the Bank has implemented a structured action plan that includes the systematic monitoring and regular assessment of remediation efforts, with clear metrics tracking the effectiveness of implemented measures.

Fair Compensation and Rewards

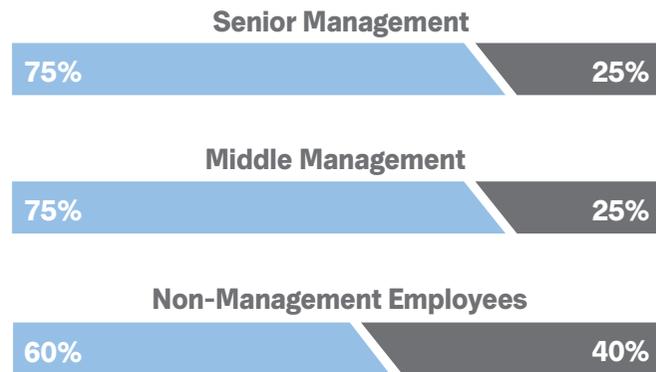
NBK-Egypt ensures competitive and equitable pay structures through its Remuneration Policy, which is developed and periodically reviewed by the Bank's independent BREC, with support from independent remuneration consultants who conduct market benchmarking.

The policy aims to:

- Attract and retain top talent while ensuring market competitiveness.
- Maintain fair and consistent compensation structures across all levels.
- Implement customized reward programs that recognize employees' contributions toward achieving the Bank's strategic objectives.

NBK-Egypt's remuneration policy ensures fairness by strictly prohibiting pay discrimination and any unjust practices based on gender, age, color, religion, or disability.

The Ratio of Salary of Women To Men [By Employee]



The Ratio of the Basic Salary of Female to Male [Per Level]



Employee Benefits



- **Medical and Life Insurance:** All full-time employees are provided with medical and life insurance. Additionally, outsourced staff receive the same medical insurance benefits as full-time employees. In 2024, the Bank further improved its health insurance by selecting the best-in-market provider and upgrading benefits, including an “increased dental care ceiling.”
- **Parental Leave:** Both male and female employees are entitled to parental leave. In 2024, 12 men took parental leave, with a 100% return-to-work rate after their leave ended.
- **Cost of Living Adjustment (COLA) for all Employees:** To mitigate the impact of local currency devaluation and high inflation, the Bank introduced a COLA allowance as supplemental compensation across all employee levels.
- **Staff Branch for Employee Credit Facilities:** NBK-Egypt has a dedicated staff branch to handle employees’ credit facilities, ensuring high-quality service while maintaining strict confidentiality.
- **Green Staff Loan Initiative:** NBK-Egypt offers its staff preferential financing for eco-friendly projects, such as solar panels, energy-efficient heating, ventilation, and air conditioning (HVAC) systems, and electric vehicles (EVs).
- **Unified Payroll Tax Calculation Platform:** The Bank is among the first in Egypt to adopt this platform, streamlining payroll tax calculations and enhancing efficiency.

Occupational Health and Safety

NBK-Egypt has a robust occupational health and safety management system based on recognized risk assessments to uphold high workplace standards for all employees. Safety measures include:

- Conducting evacuation drills and training six times a year.
- Regular fire drills and training sessions on firefighting and first aid kit usage.

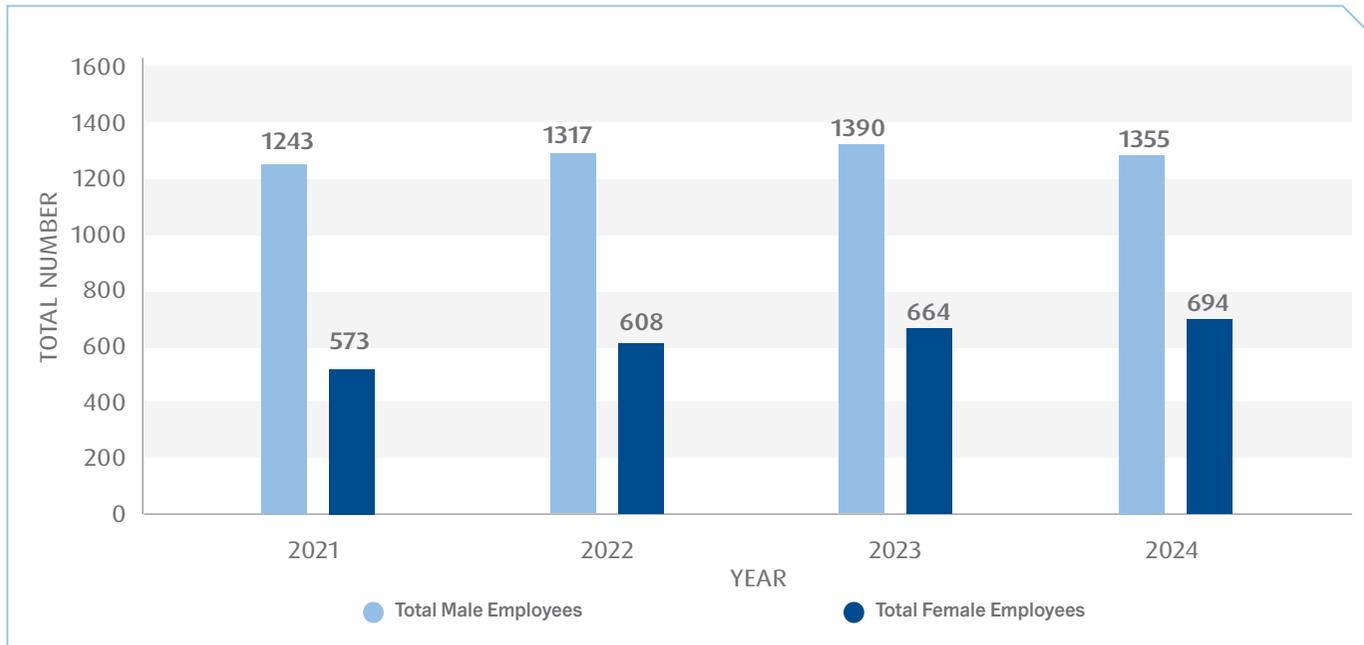
The Bank has introduced wellness campaigns and programs promoting employee well-being, encouraging employees to take their leave days, and offering flexible working hours to support their mental and physical health.

Diversity and Inclusion

Employees Demographics

Nearly all employees (2,049) are Egyptian nationals, while only one employee is of another nationality, making up less than %0.05 of the workforce.

Numbers of Employees at NBK-Egypt by Gender

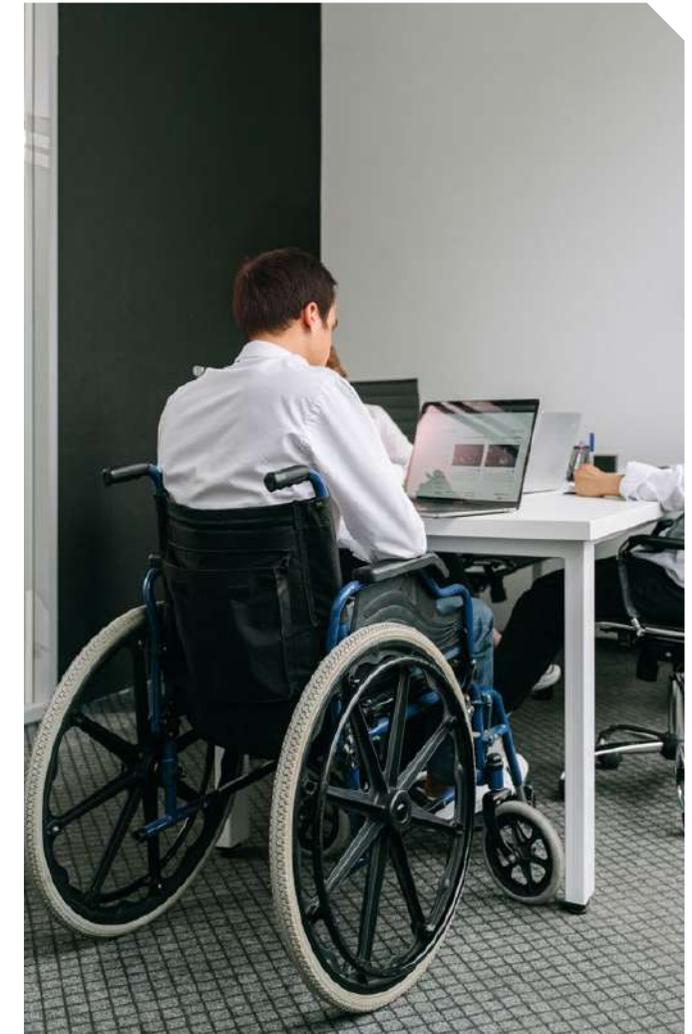


NBK-Egypt employees are divided into senior, middle management, and non-management employees, as shown in the table below.

Workforce by Grade/Management Level	Number in 2024
Junior to Manager	2,019
Senior Management	30
Total	2049

Employees with Disabilities

Since 2023, NBK-Egypt has employed 13 people with disabilities, ensuring a discrimination-free work environment where such employees are granted equal rights and opportunities, as aligned with the Bank's commitment to inclusivity and diversity.



Digital Transformation

NBK integrates digitalization as a core element of its business strategy, enhancing efficiency, customer experience, and financial inclusion. Through its Digital Transformation Strategy, NBK is committed to establishing a digital and agile work environment.

Digitalization Process

NBK-Egypt's digital transformation process is centered on enhancing operational efficiency across Retail, Corporate, and SME banking, with a strong emphasis on account opening, lending automation, and innovation. Aligned with the broader group-level Technology Transformation Blueprint, the Bank has a well-defined strategy for digitalizing its processes. The Bank also prioritizes security and risk management through regular assessments to mitigate potential digital risks, ensuring a smooth and secure banking experience. By streamlining processes and leveraging technology, NBK-Egypt ensures seamless service delivery while upholding high security and compliance standards to enhance the customer experience.

Digital transformation at NBK-Egypt is driven by specific business needs, with each proposed initiative undergoing a thorough evaluation and approval process. A detailed business case, including a cost-benefit analysis, is submitted to help decision-makers assess the feasibility and potential impact of the transformation. Securing approval depends on the initiative's expected value and how well it aligns with business objectives. Following implementation, the Bank conducted an in-depth review to compare the projected benefits outlined in the business case with the actual outcomes. This evaluation helps measure the initiative's success, identify areas for improvement, and enhance the Bank's approach to future projects. Additionally, potential risks associated with digital transformation are systematically identified and analyzed during business case development. Comprehensive risk mitigation strategies are incorporated to address these risks effectively and minimize their impact.

Throughout the implementation phase and following the project's launch, the Bank actively tracks potential risks and the effectiveness of corresponding mitigation plans. This continuous monitoring allows for any emerging challenges to be promptly addressed, thus ensuring the smooth execution and sustained success of the Bank's digital transformation initiatives.

Customer Convenience through Digital Solutions

At NBK-Egypt, customer centricity is a core priority that drives the efforts to understand and fulfill clients' needs. All staff are dedicated to delivering banking solutions that go beyond client expectations, enhancing their financial journey with greater convenience. This commitment is reflected in the Bank's continuous pursuit of operational excellence, ensuring that clients experience smoother transactions, faster services, and an efficient and seamless banking experience.

2024 and Way Forward

NBK-Egypt is set to advance its digital transformation journey with a series of strategic initiatives planned for 2026-2025, reinforcing its commitment to innovation and customer-centric banking.



Mobile Banking Replacement

NBK Group's IBG Digital «Mobile» Blueprint was designed to leverage the investment in the world-class suite of digital experience and technology capabilities by created for the Kuwaiti consumer banking market. The intent is to re-use and replicate the blueprint across the international franchise to deliver a highly capable, consistent, and standardized digital experience for all customers on all channels, «Mobile, Online, Corporate, Treasury, and Middleware: Faster Smarter Cheaper Better.»

A core deliverable of this blueprint is the re-using and scaling out of the architecture required to replicate the world-class mobile banking experience founded in the design and development of the existing Kuwait Retail Mobile Banking App, subsequently deploying and introducing this across the IBG landscape and replacing the existing app. This new blueprint will replace and improve upon the existing Kuwait Mobile CBG app for over 200,000 customers.

Robotic Process Automation (RPA)

NBK-Egypt is set to expand its Robotic Process Automation (RPA) initiatives as part of its ongoing digital transformation strategy. By integrating automation into various processes, the Bank aims to eliminate redundant tasks, enhance operational efficiency, and significantly reduce turnaround times. The first phase of this initiative went live on November 30th.

Meanwhile, the subsequent phases are under careful assessment to ensure a seamless rollout that maximizes efficiency and improves service delivery for customers. In alignment with the Group, NBK-Egypt created a dedicated unit for RPA initiatives: the _new_ unit Center of Excellence (IACOE) has one main objective, optimization before automation.

Loan Origination System Enhancement (LOS)

NBK-Egypt has undertaken a comprehensive initiative to digitize and optimize the retail lending process, focusing on enhancing efficiency, streamlining workflows, and reducing reliance on paper documentation. A key component of this transformation is the implementation of an advanced Loan Origination System (LOS) for secured loans and credit card applications. This upgrade will introduce greater automation, significantly reducing processing times, improving accuracy, and enhancing customer convenience. Further to the LOS, the Retail Credit Risk policy has undergone a complete digital transformation.

This initiative involved extensive process re-engineering, where policies were digitized and integrated into a Digital Decision Engine, ensuring faster and more accurate credit approvals. The shift to a digital framework has minimized manual interventions, reduced turnaround times, and improved risk assessment capabilities. The success of this transformation was driven by a collaborative effort involving multiple departments, including Consumer Banking, Islamic Banking, Retail Credit Risk, Operations, Operational Risk, Fraud, Legal, Information Security, and IT.

A thorough review of retail lending processes and credit risk policies was conducted, resulting in optimized workflows, reduced touchpoints, and enhanced risk management protocols.

Core Banking System Upgrade

NBK-Egypt is committed to strengthening its banking infrastructure with the upcoming T24 core banking system upgrade from R19 to R22 AA. This initiative will enhance system performance, boost reliability, and provide a more agile platform capable of supporting future banking innovations.

CRM System Revamp

As part of its customer-centric strategy, NBK-Egypt will revamp its Customer Relationship Management (CRM) system by integrating Customer 360. This enhancement will offer a more comprehensive view of customer interactions, enabling personalized engagement and unlocking new sales opportunities.

Two-Way SMS

NBK-Egypt has introduced a new, convenient channel for customers: Two-Way SMS, offering a simple and accessible method for instantly activating debit and credit cards. Instead of contacting the NBK-Egypt Contact Center or using an ATM, customers can now activate their cards anytime, directly from their mobile phones, 7/24. Moreover, customers can use this service to instantly request a conversion of a portion of their credit card limit into cash or install credit card transactions—all through their mobile devices, thus enhancing flexibility and ease of use.

WhatsApp for Business

NBK-Egypt is now available on WhatsApp for Business, providing customers with secure, real-time access to banking information and services. Through this platform, customers can quickly inquire about NBK-Egypt's products, services, and general banking information, ensuring a seamless and responsive digital experience.



IVR System Upgrade

NBK-Egypt will enhance its interactive voice response (IVR) system, incorporating customer segmentation and TPIN functionality. These improvements will elevate self-service capabilities, allowing customers to access their banking needs more efficiently through automated voice services.

ATM Roadmap Enhancements

NBK-Egypt will implement significant upgrades to its ATM network, including the integration of interactive teller machines (ITMs), ATM fleet modernization, and customer journey enhancements. These improvements will ensure greater accessibility, efficiency, and security for customers using self-service banking channels.

Continuous Enhancement to NBK-Egypt Website

At NBK-Egypt, putting the customer first is a core value, and listening to customer feedback remains a top priority. To enhance transparency and responsiveness, the Bank has introduced an automated complaint submission form on its website. This allows any customer to easily submit a complaint, which is then received directly by the NBK-Egypt Customer Protection Unit for prompt handling and resolution. Mutual fund fact sheets offered by NBK-Egypt are now up to date, with pricing information publicly available on the NBK-Egypt website.



06

Pillar 4: Investing in Our Communities

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

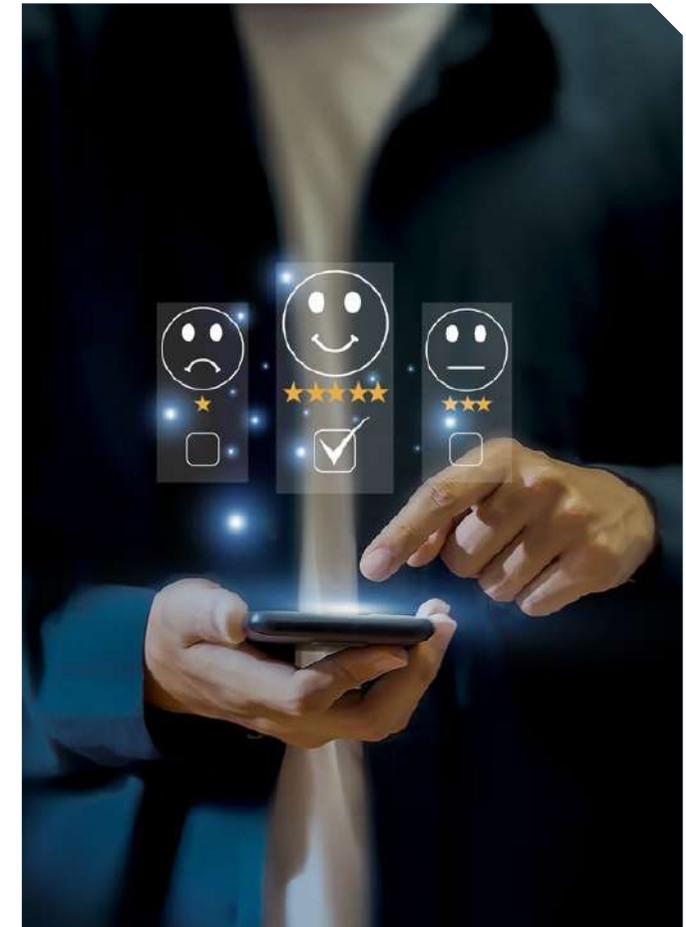
PILLAR 4: INVESTING IN OUR COMMUNITIES

Customer Experience and Quality Excellence

NBK-Egypt employs a comprehensive evaluation approach, customized for each customer interaction channel, to ensure a thorough assessment of how clients engage with its services. By leveraging tailored assessment methodologies, the Bank can refine and enhance the overall customer journey across all touchpoints, reinforcing its commitment to exceptional service quality and satisfaction.

NBK-Egypt monitors customer experience through four KPIs:

1. Customer Satisfaction	The Bank conducts email and phone surveys across all customer segments and supports its responsible banking image through ESG initiatives and transparent communication via its website and LinkedIn.
2. Service Quality (SQ) Visits	Unannounced in-branch visits assess staff interactions and branch ambiance to enhance in-person service delivery.
3. Complaints Management	Post-resolution surveys gather feedback to evaluate customer satisfaction with the complaint-handling process and identify areas for improvement.
4. Mystery Shopping	Undercover evaluators assess service quality across branches, staff interactions, and the contact center to provide objective insights and support ongoing improvements.
5. QR Survey	A QR-based survey is available at all branches, ATMs, and on the card. Moreover, leaflets with the QR are handed to customers in branches.



A digital survey for mobile banking users is distributed to gather feedback on their digital experience. Additionally, a Customer Satisfaction Index is conducted annually as a benchmarking tool, enabling NBK-Egypt to assess its service levels against market standards and reaffirm its commitment to excellence. To ensure an effective decision-making process, key findings and insights are regularly reported to top management, the Audit and Executive Committees, and other relevant stakeholders. This structured reporting approach fosters strategic improvements in service quality.

Customer Complaints Handling

Efficient complaint handling is a cornerstone of NBK-Egypt's customer service strategy. To ensure accessibility, complaint mechanisms are prominently displayed in branches and detailed on the Bank's website under customer awareness. Customers can submit feedback through multiple channels, including the call center, internet and mobile banking, in-branch QR codes, social media, and the website.

Upon registering a complaint, customers receive an instant SMS with a tracking number, enabling them to monitor the status of their case. The Bank follows a standardized complaints management process, as outlined in the Customer Protection Rights (CPR) SOP, ensuring consistency and effectiveness in resolving concerns. Investigations are conducted with the relevant departments, and resolutions are communicated to customers before their documentation in the system.

Furthermore, the quality team conducts post-resolution satisfaction surveys to measure the efficiency of the complaints-handling process, reinforcing NBK-Egypt's dedication to continuous service 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 2024, a total of 10,692 complaints were received via various reporting channels:

CBE	374
Call Center	9,738
Email	261
Branches/QR	201
Social Media	2
Web site/IB	7
IBG/Kuwait	98
Walk in	11
Total Received	10,692

A total of 374 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.

	2022	2023	2024
Number of closed complaints	3,758	3,758	8,632
Valid	1,461	2,323	3,263
Invalid	2,297	3,494	5,369

Privacy and Data Security

NBK-Egypt maintains a comprehensive set of policies and procedures to ensure the protection, confidentiality, and responsible handling of customer data. A cornerstone of this framework is the Personal Data Privacy Policy, which outlines mechanisms for access control, privacy compliance audits, and protocols for third-party data sharing.

Complementing this, a publicly available Privacy Statement informs customers of their data privacy rights, data collection practices, and the Bank's security measures. This policy is regularly reviewed and updated to align with evolving regulatory requirements and internal enhancements, thus reinforcing transparency and compliance.

In line with its commitment to data protection and customer trust, NBK-Egypt provides a dedicated Customer Rights Protection mailbox for privacy-related inquiries. Concerns submitted through this channel are reviewed and escalated to the Data Protection Officer (DPO) for an appropriate resolution.

Additional policies include the Access Management Policy, which governs the granting, review, and revocation of access to customer data—ensuring that only authorized personnel can handle sensitive information—and the Information Classification Policy, which provides a structured approach for categorizing and securing data. This ensures that access is restricted on a need-to-know basis and follows the principle of least privilege. Together, these policies underscore the Bank's robust commitment to customer data privacy, regulatory compliance, and information security.

NBK-Egypt has implemented comprehensive security measures to protect personal data from unauthorized access, breaches, or misuse, both within its internal

operations and in engagements with third-party entities. To enhance customer awareness, the Bank provides clear and accessible information about data privacy rights and protection measures, thus empowering clients through the provision of transparency and control over their personal information.

NBK-Egypt has successfully achieved PCI DSS certification, which demonstrates its commitment to maintaining the highest standards of security and protection for customers' sensitive payment card information.

Customers' data privacy and security are prioritized by implementing strict safeguards to protect sensitive information. Access controls are in place to ensure that only authorized personnel can handle sensitive data. Third-party entities must comply with non-disclosure agreements (NDAs) and security protocols to maintain confidentiality. Internally, regular audits and risk assessments are conducted (overseen by internal audit and ISO teams) to uphold compliance and strengthen data protection.

Moreover, the Bank is launching a reporting system for employee incidents, allowing efficient reporting of data breaches or security issues through a ticketing system. To further ensure confidentiality, account statements are securely distributed through registered mail or online banking platforms, providing clients with safe and reliable access to their financial information.

A cyber security incident response plan and procedures are already in place, which include identification, containment, mitigation, recovery, and post-incident evaluation to enhance resilience and protect customer information. NBK-Egypt maintains a strong compliance record, with no substantiated incidents of customer

privacy breaches. The Bank fully adheres to all regulatory requirements and directives issued by the CBE to ensure the highest standards of data protection and confidentiality.

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.



Financial Inclusion

NBK-Egypt aims to empower all segments of society with accessible, equitable, and inclusive financial services. NBK-Egypt has actively implemented its financial inclusion plan over the past three years through an established Financial Inclusion Strategy, built around four main pillars: Customer Base Expansion; Segment Specific Products and Services Development; Geographic Expansion and Accessibility; and Financial Literacy.

Customer Base Expansion

- Individual customer base increased by **25%**
- Active customer base grew by **24%**
- Female customer base grew by **278%**

Financial Literacy

- Consumers financial literacy attendees reached **3,000** individuals
- Employee financial literacy attendees increased by **63.5%**

Geographic Expansion and Accessibility

- Number of accessible ATMs increased by **71%**
- Number of accessible branches remained at 6, however, employee training in sign language saw a substantial increase in 2024 compared to previous years

Segment Specific Products and Services Development

- SKYC increased by **145%**
- Shabab Saving Accounts increased by **15%**
- Laki Accounts increased by **829%**

Monitoring and Measuring Progress

NBK-Egypt tracks its financial inclusion efforts through a robust system of metrics and continuous feedback. To ensure effectiveness, the Bank conducts:

- **Data Monitoring:**

Regular analysis and reporting of KPIs, including benchmarking against industry standards.

- **Customer Feedback:**

Focus groups with underserved segments to gather qualitative insights.

- **Training Evaluation:**

Ongoing assessments of employee and consumer financial literacy and inclusion training, such as sign language programs.

- **Continuous Improvement:**

Strategy refinement based on stakeholder feedback and evolving community needs.

Case Study

Partnership with MSMEDA for Financial Inclusion Expansion

In 2024, NBK Financial Inclusion signed a protocol agreement with the Micro, Small and Medium Enterprises Development Agency (MSMEDA) to support national financial inclusion efforts. This collaboration enabled NBK-Egypt to participate in six financial inclusion initiatives, expanding outreach to underserved populations and facilitating access to essential banking services. Special focus was given to rural areas, notably through branch activities in regions such as Khanka, Kaliobia.

This partnership was a key driver in increasing NBK-Egypt's financial inclusion accounts, achieving an %80 growth rate. Financial literacy efforts also saw significant improvement, with 2,366 participants attending financial education sessions compared to 1,872 in 2023.

A key highlight of the initiative was the organization of a product exhibition at NBK's Head Office, allowing microproject owners supported by MSMEDA to showcase and sell their goods. This event benefited both the project owners and bank employees, promoting entrepreneurship and financial independence.



CSR and Community Support

NBK-Egypt's corporate social responsibility (CSR) strategy is designed to serve its commitment to the community, as clearly stated in the following:

NBK Group mission statement: "Supporting the communities in which we operate."

NBK-Egypt ESG Strategy, which identifies CSR and Community Support as one of the material topics under Pillar 4 "Investing in Our Communities"

Accordingly, NBK-Egypt adopts CSR initiatives designed to improve the livelihood of vulnerable and marginalized groups with the aim of generating meaningful and long-term impacts. In so doing, the Bank actively promotes the spread of inclusive economic growth across the country, as aligned with the following SDGs mentioned in the international development agendas of the UN SDGs and Egypt Vision 2030. Through its CSR activities, NBK-Egypt aspires to become "an active player in Egypt's sustainable development journey."

A Strategic Approach to CSR

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 that maximizes the Bank's community impact. It is reviewed every three years—or as necessary—to ensure alignment with regulatory updates and any reforms in relevant development agendas. Accordingly, the CSR policy was reviewed in 2023.

As per NBK-Egypt's CSR policy, the Bank's community interventions aim to serve a number of SDGs in the following development agendas:

- International Agenda | UN SDGs (8 Goals)
- Local Agenda | Egypt 2030 Vision (4 Goals)



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

AREA	SUSTAINABLE DEVELOPMENT GOALS	2030 VISION OF EGYPT	
Health care	 SDG 3 Good Health		Goal 1: Improve Egyptians Quality of life
Education & Employability	 SDG 4 Quality Education		Goal 1: Improve Egyptians Quality of life
	 SDG 8 Decent Work		Goal 4: Diversified, knowledge-based, & competitive economy
Environmental Care	 SDG 6 Clean Water & Sanitation		Goal 3: Integrated & Sustainable environmental System
	 SDG 7 Affordable & clean energy		
	 SDG 11 Sustainable community		
Social Inclusion	 SDG 10 Reduce Inequality		Goal 2: Social Justice & Equality
Economic Emowerment	 SDG 1 No Poverty		Goal 1: Improve Egyptians Quality of life
	 SDG 8 Decent Work		Goal 2: Social Justice & Equality
	 SDG 10 Reduce Inequality		
Upgrade of Improvised areas	 SDG 1 No Poverty		Goal 1: Improve Egyptians Quality of life
	 SDG 6 Clean Water & Sanitation		Goal 2: Social Justice & Equality
	 SDG 10 Reduce Inequality		

Commitment to Local Community Development

NBK-Egypt has been committed to allocating a significant share of its profits on an annual basis (CSR budget) to invest in projects that would create tangible benefits for all stakeholders (e.g., 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, and 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

To ensure its CSR initiatives are aligned with national priorities and make a meaningful impact, NBK-Egypt:

- **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.

- **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.

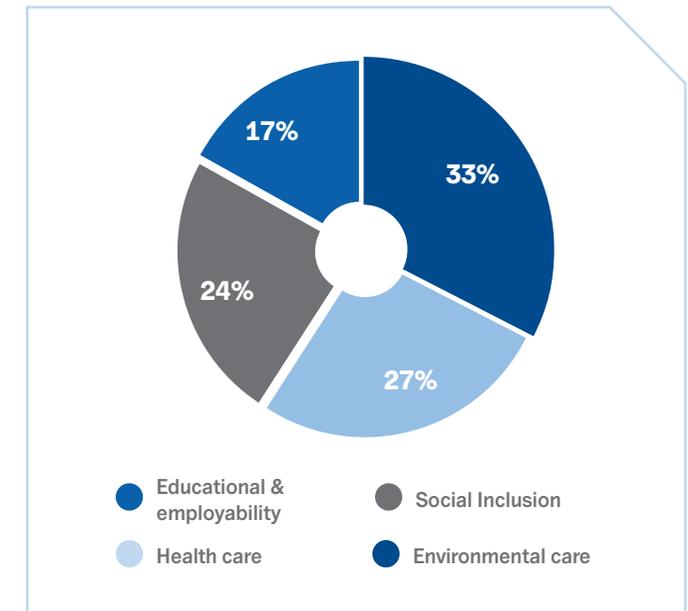
Step 2: Allocation of CSR Budget through Recommended Initiatives

- 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 2024, NBK-Egypt continued to allocate the bulk of its donations (roughly %77) to the following focus areas: environmental care, healthcare, and education. The following figure provides a breakdown of NBK-Egypt's 2024 donations by focus area.



Pillar 1: Environmental Care Initiatives

Initiative Name	Overview of Initiative	Number of Beneficiaries	Amount Invested (EGP in Millions)
Solar Power Station at Shefaa Orman Hospital, Luxor	Completed the first three phases of a solar power station, with the first two phases already operational, thus advancing the hospital's clean energy goals. The hospital was granted the "Gold Certificate for Environmental Excellence" from the General Authority for Healthcare Accreditation and Regulation.	The solar power station supplies %25 of the hospital's electricity needs, generating monthly savings of EGP 0.5 million, equivalent to EGP 6 million annually, which are redirected to support the treatment of more patients.	8.7
Waste Management Unit at Magdi Yacoub Global Heart Center - Cairo	Developing a medical waste transformation system to convert hazardous medical waste into safe domestic waste, scheduled for launch in the second half of 2025.	The upcoming medical waste processing facility is expected to handle 255,500 KG of waste annually.	7.5

Pillar 2: Health Care Initiatives

Initiative Name	Overview of Initiative	Number of Beneficiaries	Amount Invested (EGP in Millions)
Intensive Care Unit (ICU) Rooms	Constructed and furnished three ICU rooms dedicated to trauma and burn victims, in partnership with the Ahl Misr Foundation.	37 patients.	2.7
Presidential Initiative to End Waiting Lists	Donated to the Medical Emergency and Genetic and Rare Disease Fund through the CBE to support critical medical surgeries.	A total of 2,300 heart & joint surgeries along with a total of 330 corneal operations.	5
Baheya Zayed Hospital X-ray Room	Purchased advanced medical equipment to enhance early cancer detection and diagnostic capabilities.	Under Construction	3
Catheterization Procedures at Magdi Yacoub Heart Center, Aswan	Sponsored catheterization procedures for underprivileged patients, improving access to life-saving cardiac care.	A total of 35 cases were treated, with %70 of patients coming from Aswan and the remainder from Sohag, Qena, Minya, and Beni Suef.	2.5

Pillar 3: Education & Employability Initiatives

Initiative Name	Overview of Initiative	Number of Beneficiaries	Amount Invested (EGP in Millions)
Technical Education (School Level)	Provided scholarships for public school students to attend ElSewedy Technical Academy.	Targeted 126 students from Ismailia, Beheira, Giza, Dakahlia, Suez, Sharkia, Cairo, Qalyobia, and Beni Suef, with 20 students graduating as of 2024.	2.68
Polytechnic Education (University Level)	Offered partial scholarships for students pursuing a bachelor's degree in technology at Sewedy Technical University.	17 students enrolled from Greater Cairo.	0.85
Infrastructure Upgrade of Sewedy Technical University (SUT)	Sponsored an electrical engineering workshop and laboratory to support Egypt's first private polytechnic university.	<p>The second intake for the 2025/2024 academic year welcomed 1,200 new students.</p> <p>The first phase of the university has a maximum capacity of 5,000 students, expected to be reached by the 2027/2026 academic year.</p> <p>Upon completion of all three phases, the university will accommodate up to 15,000 students by the 2031/2030 academic year.</p>	3
Teachers' Training in Deserted Governorates	Implemented a training program for public school teachers in Sohag and New Valley in collaboration with the AUC School of Continuing Education.	75 teachers were trained in Sohag.	1.7

Pillar 4: Social Inclusion Initiatives

Initiative Name	Overview of Initiative	Number of Beneficiaries	Amount Invested (EGP in Millions)
Supporting Families in Greater Cairo	Provided financial support for families with the collaboration of the Orman Association.	590 beneficiaries.	1.1
Ramadan Boxes – National Distribution	Distributed Ramadan boxes in collaboration with the Tahya Misr Fund.	13,800 beneficiaries across Egypt.	6
Ramadan Boxes – NBK-Egypt Operation Areas	Distributed Ramadan boxes with NBK-Egypt branches.	7,500 beneficiaries across Cairo, Alexandria, Sohag, Assuit, Mansoura, Tanta, and Minya.	4
Eid Al-Adha Scarify/Qurbani	Supported the Ministry of Awqaf's national plan to provide meat donations in response to rising prices.	Families across Egypt.	1

Case Study 1

Sponsorship of Waste Management Unit at Magdi Yacoub New Global Heart Centre in Cairo

Description

NBK-Egypt is sponsoring the establishment of a Waste Management Unit at the Magdi Yacoub New Global Heart Centre (MYGHC) in Cairo with a donation of EGP 15 million. This initiative will implement an advanced, eco-friendly system to manage roughly 255,500 KG of hospital waste per year. The system aims to reduce environmental impacts, improve operational efficiency, and set a new standard for sustainable medical waste management in Egypt.

Strategic Importance to NBK-Egypt

This initiative aligns with NBK-Egypt's ESG KPIs under community development, particularly focusing on environmental sustainability and responsible waste management.

Objectives

- Promote the adoption of safe and sustainable medical waste disposal technologies in free-of-charge hospitals across Egypt.
- Reduce the financial burden of waste management, allowing MYGHC to accommodate more patients.
- Contribute to SDG 1 – No Poverty, SDG 3 – Good Health & Well-being, SDG 10 – Reduced Inequalities, and SDG 11 – Sustainable Communities, as well as Egypt's Vision 2030 Sustainability Goals.

Partners & Implementation

- Collaboration with the Magdy Yacoub Foundation to manage the procurement and operation of the waste management unit.

Achievements & Impact

- The unit is currently under construction and is expected to be fully operational upon the opening of MYGHC at the end of 2025.
- Once operational, the system will set a precedent for cost-effective and environmentally responsible waste management in the healthcare sector.



Case Study 2

Supporting Technical Education in Egypt at School & University Levels

Description

- Since 2021, NBK-Egypt has been actively supporting technical and polytechnic education by providing scholarships to preparatory and university students. Until 2023, the bank sponsored 82 scholarships at Sewedy Technical Academy (STA), enabling students to pursue such specialized fields as ICT, Oracle programming, energy components, industrial electronics, and mechanical operation and maintenance.
- In 2023, NBK-Egypt expanded its support to higher education, offering scholarships for students to obtain a bachelor's degree in technology from Egypt's first private polytechnic university, Sewedy Technical University (SUT).
- In 2024, the Bank deepened its commitment, sponsoring 64 additional students at STA.
- In 2024, the Bank expanded its support to SUT and offered donations to sponsor one of its labs.

Strategic Importance to NBK-Egypt

By investing in technical and polytechnic education, NBK-Egypt contributes to:

- Developing a skilled workforce, strengthening local industries, and boosting Egypt's attractiveness for foreign direct investment.
- Bridging the gap between academic education and labor market needs, ensuring graduates are equipped with practical, in-demand skills.

Objectives

- Strengthening Egypt's knowledge-based economy and contributing to its Vision 2030 goals.
- Supporting SDG 8 – Decent Work & Economic Growth and SDG 10 – Reduced Inequalities by enhancing the accessibility of quality technical education.

Partners & Implementation

- Collaboration with STA and SUT to provide scholarships and infrastructure support.

Achievements & Impact

- 82 scholarships awarded since 2021 for STA students.
- 64 new scholarships granted in 2024, alongside laboratory equipment sponsorship at SUT.
- Expanded support to university-level technical education at SUT in 2023.



STA

أكاديمية السويدي الفنية
ELSEWEDY TECHNICAL ACADEMY



07

Appendix

- List of Abbreviations
- GRI Index
- SASB Index
- CBE Guiding Principles and Regulatory Frameworks for Sustainability and Sustainable Finance
- Limited Assurance Letter

APPENDIX

List of Abbreviations

Abbreviation	Definition
AML	Anti-money Laundering
AML/CFT	Anti-money Laundering and Combating Financial Terrorism
ATM	Automated Teller Machine
AUC	American University in Cairo
AWB	Al Watany Bank of Egypt
BAC	Board Audit Committee
BCG&NC	Board Corporate Governance and Nomination Committee
BCP	Business Continuity Plan
BoD	Board of Directors
BRC	Board Risk Committee
BREC	Board Remuneration Committee
BSC	Board Sustainability Committee
CBAM	Carbon Border Adjustment Mechanism
CBE	Central Bank of Egypt
CEO	Chief Executive Officer
CFP	Carbon Footprint
CFT	Combating Financial Terrorism
CPR	Customer Protection Rights
CRM	Customer Relationship Management
CRO	Chief Risk Officer

Abbreviation	Definition
CSR	Corporate Social Responsibility
DPO	Data Protection Officer
EBRD	European Bank for Reconstruction and Development
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessment
ESAP	Environmental and Social Action Plan
ESG	Environmental, Social, and Governance
ESMS	Environmental and Social Management System
ESRM	Environmental and Social Risk Management
EVs	Electric Vehicles
EWS	Early Warning Signals
FATCA	Foreign Account Tax Compliance Act
FX	Foreign Exchange
GEFF	Green Economy Financing Facility
GHG	Greenhouse Gas
GJ	Gigajoule
GRI	Global Reporting Initiative
HR	Human Resources
HVAC	Heating, Ventilation, and Air Conditioning
ICAAP	Internal Capital Adequacy Assessment Process

Abbreviation	Definition
ICU	Intensive Care Unit
IFRS	International Financial Reporting Standards
ILO	International Labour Organization
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
IT	Information Technology
ITMs	Interactive Teller Machines
IVR	Interactive Voice Response
KG	Kilogram
KPIs	Key performance indicators
KRIs	Key Risk Indicators
KWD	Kuwaiti Dinar
KYC	Know Your Customer
LOS	Loan Origination System
MIS	Management Information System
MSMEDA	Micro, Small and Medium Enterprises Development Agency
MSMEs	Micro, Small and Medium Enterprises
MVP	Most Value Player
MYGHC	Magdi Yacoub New Global Heart Centre
NDA	Non-disclosure Agreements
NGOs	Non-governmental Organizations
QR Code	Quick-response Code

Abbreviation	Definition
RAF	Risk Appetite Framework
RCSAs	Risk and Control Self-Assessments
RFP	Request for Proposals
RM s	Relationship Managers
RPA	Robotic Process Automation
SASB	Sustainability Accounting Standards Board
SDGs	Sustainable Development Goals
SKYC	Simple Know Your Customer
SMEs	Small and Medium-sized Enterprises
SMS	Short Message Service
SOPs	Standard Operating Procedures
SQ	Service Quality
STA	Sewedy Technical Academy
SUT	Sewedy University of Technology
tCO₂e	Tons of Carbon Dioxide Equivalent
TPIN	Telephone Personal Identification Number
UNSDGs	United Nations' Sustainable Development Goals
USD	United States Dollar
VaR	Value at Risk

GRI Content Index

Statement of Use	GRI Standards Used	Applicable GRI Sector Standards(s)
NBK-Egypt has reported the information cited in this GRI content index for the period Jan. 1 to Dec. 31, 2024 with reference to the GRI Standards.	GRI 1: Foundation 2021	N/A for the Financial Services Sector

GRI Standard	Standard Disclosures	Report Section or Other Disclosures	Page
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	NBK-Egypt	9
	2-2 Entities included in the organization's sustainability reporting	About This Report	3
	2-3 Reporting period, frequency and contact point	About This Report	3
	2-4 Restatements of information	Not Applicable Information	
	2-5 External assurance	Assurance Statement	89-90
Activities and Workers			
	2-6 Activities, value chain and other business relationships	Throughout the Report	N/A
	2-7 Employees	Employees Demographics	52
	2-8 Workers who are not employees	Not Applicable Information	N/A
Governance			
	2-9 Governance structure and composition	Corporate Governance at NBK-Egypt	17
	2-10 Nomination and selection of the highest governance body	Board of Directors	18-19
	2-11 Chair of the highest governance body	Senior Management	23
	2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors, Senior Management	18-19, 23
	2-13 Delegation of responsibility for managing impacts	Senior Management	23

GRI Standard	Standard Disclosures	Report Section or Other Disclosures	Page
General Disclosures			
2-14	Role of the highest governance body in sustainability reporting	Stakeholder Engagement and Materiality Assessment	12-15
2-15	Conflicts of interest	Conflict of Interest	25
2-16	Communication of critical concerns	Board of Directors	18-19
2-17	Collective knowledge of the highest governance body	Board of Directors	18-19
2-18	Evaluation of the performance of the highest governance body	Board Evaluation and Effectiveness	22
2-19	Remuneration policies	Board Remuneration	22
2-20	Process to determine remuneration	Board Remuneration	22
2-21	Annual total compensation ratio	Information Not Available - The practice of measuring ratios is not yet in place.	N/A
2-22	Statement on sustainable development strategy	Reflections from Our Chairwomen CEO's Message	4, 5
2-23	Policy commitments	Governance, Ethics, and Compliance Ethics and Compliance	17, 24-26
2-24	Embedding policy commitments	Governance, Ethics, and Compliance Ethics and Compliance Sustainable Supplier Code of Conduct	17, 24-26, 38
2-25	Processes to remediate negative impacts	Board of Directors Employee Rights and Workplace Policies Customer Complaints Handling	18-19, 49, 58
2-26	Mechanisms for seeking advice and raising concerns	Employee Rights and Workplace Policies Customer Complaints Handling	49, 58

GRI Standard	Standard Disclosures	Report Section or Other Disclosures	Page
General Disclosures			
	2-27 Compliance with laws and regulations	Internal Audit	26
	2-28 Membership associations	Federation of Egyptian Banks	
STAKEHOLDER ENGAGEMENT			
	2-29: Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment	12-15
	2-30: Collective bargaining agreements	Employees Rights and Workplace Policies	49
Material topics			
GRI 3:	3-1 Process to determine material topics	Materiality Assessment	14, 15
Material Topics 2021	3-2 List of material topics	Materiality Assessment	14, 15

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Economic performance				
GRI 3: Material Topics 2021	3-3 Management of material topics		Throughout the report	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial and Operational Resilience	Financial Performance 2024	9
	201-2 Financial implications and other risks and opportunities due to climate change	Risk Management	NBK-Egypt ESRM Framework	29-31
	201-3 Defined benefit plan obligations and other retirement plans	Financial and Operational Resilience	Information Unavailable / Incomplete	N/A
	201-4 Financial assistance received from government	Financial and Operational Resilience	No financial assistance received.	N/A
Market presence				
GRI 3: Material Topics 2021	3-3 Management of material topics		Diversity and Inclusion	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Diversity and Inclusion	NBK-Egypt adheres to the Egyptian Labor Law, therefore the local minimum wage is met at the entry level, regardless of gender.	N/A
	202-2 Proportion of senior management hired from the local community	Diversity and Inclusion	Information Unavailable / Incomplete	N/A
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics		Throughout the report	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	CSR and Community Support	CSR and Community Support	62-69
	203-2 Significant indirect economic impacts	CSR and Community Support	CSR and Community Support	62-69

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Procurement practices				
GRI 3: Material Topics 2021	3-3 Management of material topics		Responsible Procurement	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Procurement	Responsible Procurement	38-39
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics		Governance, Ethics and Compliance	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance, Ethics and Compliance	AML/CFT Policy	25
	205-2 Communication and training about anti-corruption policies and procedures	Governance, Ethics and Compliance	AML/CFT Policy Anti-Corruption	25, 26
	205-3 Confirmed incidents of corruption and actions taken	Governance, Ethics and Compliance	Anti-Corruption	26
Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics		Governance, Ethics and Compliance	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Governance, Ethics, and Compliance	Anti-Corruption	26

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
TAX and Transparency				
GRI 3: Material Topics 2021	3-3 Management of material topics		Tax Transparency	
GRI 207: Tax 2019	207-1 Approach to tax	Governance, Ethics, and Compliance	Information Unavailable / Incomplete	N/A
	207-2 Tax governance, control, and risk management	Governance, Ethics, and Compliance	Tax Transparency	26
	207-3 Stakeholder engagement and management of concerns related to tax	Governance, Ethics, and Compliance	Not Applicable Information	N/A
	207-4 Country-by-country reporting	Governance, Ethics, and Compliance	Not Applicable Information	N/A
ENVIRONMENTAL MATERIALS				
GRI 3: Material Topics 2021	3-3 Management of material topics		Energy Source Efficiency and Reduction	
GRI 301: ENVIRONMENTAL MATERIALS 2016	301-101-1 Materials used by weight or volume Environmental Footprint	Environmental Impact	Waste Management	37
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics		Energy Source Efficiency and Reduction	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Impact	Energy Source Efficiency and Reduction	36
	302-2 Energy consumption outside of the organization	Environmental Impact	Information Unavailable / Incomplete	N/A
	302-3 Energy intensity	Environmental Impact	Energy Source Efficiency and Reduction	36

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Energy				
GRI 302: Energy 2016	302-4 Reduction of energy consumption	Environmental Impact	Energy Source Efficiency and Reduction	36
	302-5 Reductions in energy requirements of products and services	Environmental Impact	Information Unavailable / Incomplete	N/A
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics		Water Management	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Impact	Water Management	37
	303-2 Management of water discharge-related impacts	Environmental Impact	Information Unavailable / Incomplete	N/A
	303-3 Water withdrawal	Environmental Impact	Information Unavailable / Incomplete	N/A
	303-4 Water discharge	Environmental Impact	Information Unavailable / Incomplete	N/A
	303-5 Water consumption	Environmental Impact	Information Unavailable / Incomplete	N/A
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics		Emissions and Decarbonization	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions and Decarbonization	Emissions and Decarbonization	40, 41
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions and Decarbonization	Emissions and Decarbonization	40, 41
	305-3 Other indirect (Scope 3) GHG emissions	Emissions and Decarbonization	Emissions and Decarbonization	40, 41
	305-4 GHG emissions intensity	Emissions and Decarbonization	Emissions and Decarbonization	40, 41
	305-5 Reduction of GHG emissions	Emissions and Decarbonization	Emissions and Decarbonization	40, 41

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Emissions				
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	Emissions and Decarbonization	Information Unavailable / Incomplete	N/A
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Emissions and Decarbonization	Information Unavailable / Incomplete	N/A
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics		Waste Management	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental Impact	Waste Management	37
	306-2 Management of significant waste-related impacts	Environmental Impact	Waste Management	37
	306-3 Waste generated	Environmental Impact	Waste Management	37
	306-4 Waste diverted from disposal	Environmental Impact	Waste Management	37
	306-5 Waste directed to disposal	Environmental Impact	Waste Management	37
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics		Responsible Procurement	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible Procurement	Responsible Procurement	38-39
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Procurement	Responsible Procurement	38-39

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics		Capitalizing on Our Capabilities	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Empowerment and Well-being	Employee Retention	48
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Empowerment and Well-being	Employee Benefits	51
	401-3 Parental leave	Employee Empowerment and Well-being	Employee Benefits	51
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics		Capitalizing on Our Capabilities	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Employee Empowerment and Well-being	Employee Rights and Workplace Policies	49
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics		Capitalizing on Our Capabilities	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Empowerment and Well-being	Employee Benefits	51
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Empowerment and Well-being	Occupational Health and Safety	51
	403-3 Occupational health services	Employee Empowerment and Well-being	Information Unavailable / Incomplete	N/A

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Occupational health and safety				
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Empowerment and Well-being	Information Unavailable / Incomplete	N/A
	403-5 Worker training on occupational health and safety	Employee Empowerment and Well-being	Not Applicable Information	N/A
	403-6 Promotion of worker health	Employee Empowerment and Well-being	Employee Benefits	51
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Empowerment and Well-being	Occupational Health and Safety	51
	403-8 Workers covered by an occupational health and safety management system	Employee Empowerment and Well-being	Occupational Health and Safety	51
	403-9 Work-related injuries	Employee Empowerment and Well-being	Not Applicable Information	N/A
	403-10 Work-related ill health	Employee Empowerment and Well-being	Not Applicable Information	N/A
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics		Capitalizing on Our Capabilities	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Empowerment and Well-being	Employee Training and Development	45
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Empowerment and Well-being	Employee Training and Development	45
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Empowerment and Well-being	Performance Management and Succession Planning	46

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics		Governance, Ethics, and Compliance Diversity and Inclusion	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and Inclusion	Board of Directors Diversity and Inclusion	18-19, 52
	405-2 Ratio of basic salary and remuneration of women to men	Diversity and Inclusion	Fair Compensation and Rewards	50
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics		Capitalizing on Our Capabilities	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity and Inclusion	Code of Conduct	50
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics		Not Applicable Information	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Responsible Procurement	Not Applicable Information	N/A
Child labor				
GRI 3: Material Topics 2021	3-3 Management of material topics		Governance, Ethics, and Compliance Responsible Procurement	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Governance, Ethics, and Compliance Responsible Procurement	Anti-Corruption Sustainable Supplier Code of Conduct	26, 39

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Forced or compulsory labor				
GRI 3: Material Topics 2021	3-3 Management of material topics		Governance, Ethics, and Compliance Capitalizing on Our Capabilities Responsible Procurement	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Governance, Ethics, and Compliance Responsible Procurement	Anti-Corruption Responsible Procurement Employee Rights and Workplace Policies	26, 38-39, 49
Security practices				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Employee Empowerment and Well-being	Not Applicable Information	N/A
Rights of indigenous peoples				
GRI 3: Material Topics 2021	3-3 Management of material topics			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Diversity and Inclusion	Not Applicable Information	N/A
Local communities				
GRI 3: Material Topics 2021	3-3 Management of material topics		CSR and Community Support	

GRI Standard	Standard Disclosures	Material Topic	Report Section or Other Disclosures	Page
Local communities				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessment, and development programs	CSR and Community Support	CSR and Community Support	62-69
	413-2 Operations with significant actual and potential negative impacts on local communities	CSR and Community Support	Not Applicable Information	N/A
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics		Responsible Procurement	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Procurement	Responsible Procurement	38-39
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Procurement	Not Applicable Information	N/A
Customer privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics		Customer Experience and Quality Excellence	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Experience and Quality Excellence	Customer Experience and Quality Excellence	57-58

Sustainability Accounting Standards Board (SASB) Index

SASB Consumer Banks

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)	N/A
	(3) number of account holders affected	N/A
	Card-related fraud losses from	
	(1) card-not present fraud and	Pillar 1: Governance for Resilience – Anti-Corruption
	(2) card-present and other fraud	
	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 Complaints Handling
	Percentage with monetary or nonmonetary relief	N/A
	Percentage disputed by consumer	Pillar 4: Investing in our Communities – Customer Complaints Handling
	Percentage that resulted in investigation by the CFPB (or other related body)	Pillar 4: Investing in our Communities – Customer Complaints Handling
	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	N/A

SASB Commercial Banks

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	N/A
	Amount of loans outstanding that qualify for programmes designed to promote small business and community development	N/A
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	N/A
	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	N/A
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 - NBK-Egypt ESRM
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 – Anti-Corruption
	Description of whistleblower policies and procedures	Pillar 3: Capitalizing on Our Capabilities- Employee Rights and Workplace Policies
Systemic Risk Management	Global Systemically Important Bank (G-SIB) score, by category	N/A
	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long term corporate strategy, and other business activities	N/A
Activity Metric	Value of loans by segment: (a) personal, (b) small business and (c) corporate	Refer to NBK-Egypt 2024 Financial Statements

CBE Guiding Principles and Regulatory Frameworks for Sustainability and Sustainable Finance

Principle of Sustainable Finance		Report Section/Other Disclosures
Principle 1	Capacity-Building and Necessary Knowledge	Pillar 3: Capitalizing on our Capabilities - Employees' Training & Development
Principle 2	Enhancing Sustainable Finance	Pillar 1: Governance for Resilience - Risk Management - NBK-Egypt ESRM Framework Pillar 2: Responsible Banking - Sustainable Finance
Principle 3	Involvement of the Stakeholders	Throughout the Report
Principle 4	Managing Climate Change Risks	Pillar 1: Governance for Resilience - Risk Management - NBK-Egypt ESRM Framework Pillar 2: Responsible Banking - Sustainable Finance
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

Limited Assurance Statement



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 and a GRI Gold Community member. Our main goal is to assist public and private organizations understand 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 starting January 1st, 2024, and ending December ,31 2024 ('the Report').

Engagement Summary

Scope of DCarbon assurance engagement: Whether the 2024 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 GRI Sustainability Reporting Standards (GRI Standards 2021).

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.

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.

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 ,1 2024, to December 2024 ,31, as per the GRI Standards requirements.

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 in 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. Yvett Maher, and Ms. Nancy Barakat, DCarbon's Senior Sustainability Analyst, and Ms. Mariam Hamza Lead Creative Designer, and Ms. Menna Mamdouh Senior Graphic Designer, supported the alignment of GRI standards, validation process, and data mining and verification.

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.

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.



Ehab Shalaby, Ph. D.
Chairman & CEO



TRAINING PARTNER





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