

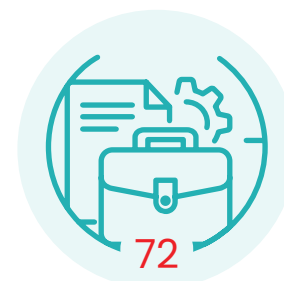
EMBRACING AN ELEVATED **JOURNEY**



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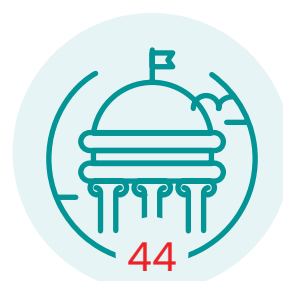
Uplifting Social
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ABOUT THE REPORT.

Scope of the Report

This report ("the Report") is the third Integrated Sustainability Report for Crédit Agricole Egypt (CAE), an Egyptian Joint Stock Company (SAE). It provides stakeholders with comprehensive information about CAE's financial performance and sustainability-related activities.

Reporting Guidelines

The Report follows the guidelines set by the IIRC's Integrated Reporting Framework and adheres to the Global Reporting Initiative's Sustainability Reporting Standards for 2021.

Reporting Period

The Report covers the period from January 2023 to December 2023 and showcases CAE's sustainability practices and performance. It also includes efforts undertaken outside this timeframe that are relevant to the sections in the Report.

Reporting Cycle

The reporting cycle of this Report is annual to comply with the Central Bank of Egypt's (CBE) regulations and follows the same reporting cycle as CAE's Annual Report.

Forward-Looking Statements

CAE's 2023 Integrated Report incorporates forward-looking statements that apply to future developments. These statements are based on the Bank's current estimates and forecasts.

However, it is important to note that the actual outcomes, developments, and future performance may be significantly different due to predictable and unpredictable risks and challenges.

Throughout the Report, the terms "CAE," "the Bank," "our", and "we" refer to Crédit Agricole Egypt, while "the Group" and "CA Group" refer to Crédit Agricole SA.

A MESSAGE FROM CRÉDIT AGRICOLE EGYPT MANAGING DIRECTOR.

As we progress into 2023, we proudly embark on a path towards enhanced sustainability and innovation. Building on the solid foundation laid in our previous reports, this year's theme— embracing an elevated journey—signifies our commitment to scaling new heights in sustainable development and responsible business practices.

Guided by the Group's vision and strategic goals, we ensure our business's success while continuously achieving our fundamental goal of generating value for all our stakeholders.

Within the pages of our 3rd Integrated sustainability Report, you will discover the strides we have made to advance our journey, from strategic sustainability approach and promoting energy transition, to workforce empowerment and uplifting our social and environment impact.

Over the past years, we have intensified our efforts to align with global sustainability standards and frameworks, including the United Nations Sustainable Development Goals (UN SDGs), the UN Global Compact (UNGC), the Global Reporting Initiative's (GRI) Sustainability Reporting Standards, the IIRC Integrated Reporting Framework, and the Net Zero Banking Alliance (NZBA).

We have also continued to support national frameworks, such as Egypt Vision 2030 and the Central Bank of Egypt (CBE) Sustainable Finance Guiding Principles.

In line with our strategic priorities, we continued to integrate sustainability into our corporate governance framework, ensuring all our operations are conducted in an environmentally and socially responsible manner.

Our governance structure includes the Board of Directors (BoD), who oversee the implementation of Environmental, Social, and Governance (ESG) initiatives through the Executive Management, with support from the Sustainability Development Committee, demonstrating our commitment to best practices and regulatory compliance.

With customer centricity at the center of CAE's approach, the past year witnessed significant progress in retail banking, with expanded lending activities and a diverse customer base, including a strong focus on youth and female customers. To further enhance our offerings, we introduced a Solar Energy Loan, aimed at promoting sustainable energy use by making it easier and more affordable for our customers to transition to solar power.

We also aim to integrate sustainability criteria into our decision-making processes, including investment and lending evaluations. To ensure that environmental and social considerations are embedded within our corporate lending activities, CAE implemented an ESG Questionnaire tool.

Furthermore, our digital transformation journey has seen the launch of innovative solutions, including a state-of-the-art omnichannel interface and the adoption of the Instant Payment Network (IPN), solidifying our position as a pioneer in digital banking.

We nurture a workplace environment that values diversity and inclusion. We are committed to creating an environment where all employees feel valued, respected, and supported, regardless of gender, age and disability.

Fostering a "giving back to society" mindset, we are keen to engage our staff members in our social and environmental effort, supporting initiatives that promote social progress, education, and environmental sustainability.

Reducing our environmental footprint and enhancing climate resilience are key components of CAE's commitment to environmental protection and sustainability. This Report showcases initiatives in our operations aimed at minimizing our carbon footprint.

These initiatives include shifting towards renewable energy resources, optimizing resource usage, and reducing our consumption of water, energy, and plastic. Looking ahead, Crédit Agricole Egypt remains committed to deliver personalized experiences, foster enduring relationships, and drive sustainable growth.

Our focus on innovation, customer centricity, and continuous improvement, ensures that we continue to create lasting value for our clients and empower our workforce to reach their full potential. We invite you to explore our 2023 Integrated Report, where we detail our continued journey and the tangible impact we are making for our stakeholders.



JEAN-PIERRE TRINELLE

Managing Director
Crédit Agricole Egypt

 CRÉDIT AGRICOLE

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CRÉDIT AGRICOLE EGYPT OVERVIEW

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ABOUT CRÉDIT AGRICOLE GROUP.

Crédit Agricole (CA) Group stands as a key player in the French economy and ranks among the largest banking conglomerates in the European Union. Renowned as the foremost European asset manager and the leading bancassurer in France, CA Group holds a prominent position as the primary source of financing for the French economy and ranks among the top 10 banks globally.

With deep-seated cooperative and mutual foundations, CA Group boasts a workforce of 154,000 employees and operates 8,250 retail bank branches across France and Europe.

Serving a vast clientele of 54 million customers and counting 11.8 million mutual shareholders, CA Group is committed to responsible banking practices. Through its comprehensive retail banking model, CA Group offers a spectrum of services ranging from everyday banking to home loans, consumer finance, savings, insurance, asset management, real estate, leasing, factoring, and corporate and investment banking. Renowned for its innovative and dynamic corporate social responsibility initiatives, CA Group's pragmatic approach fosters employee engagement and positively impacts the economy.



ABOUT CRÉDIT AGRICOLE EGYPT.

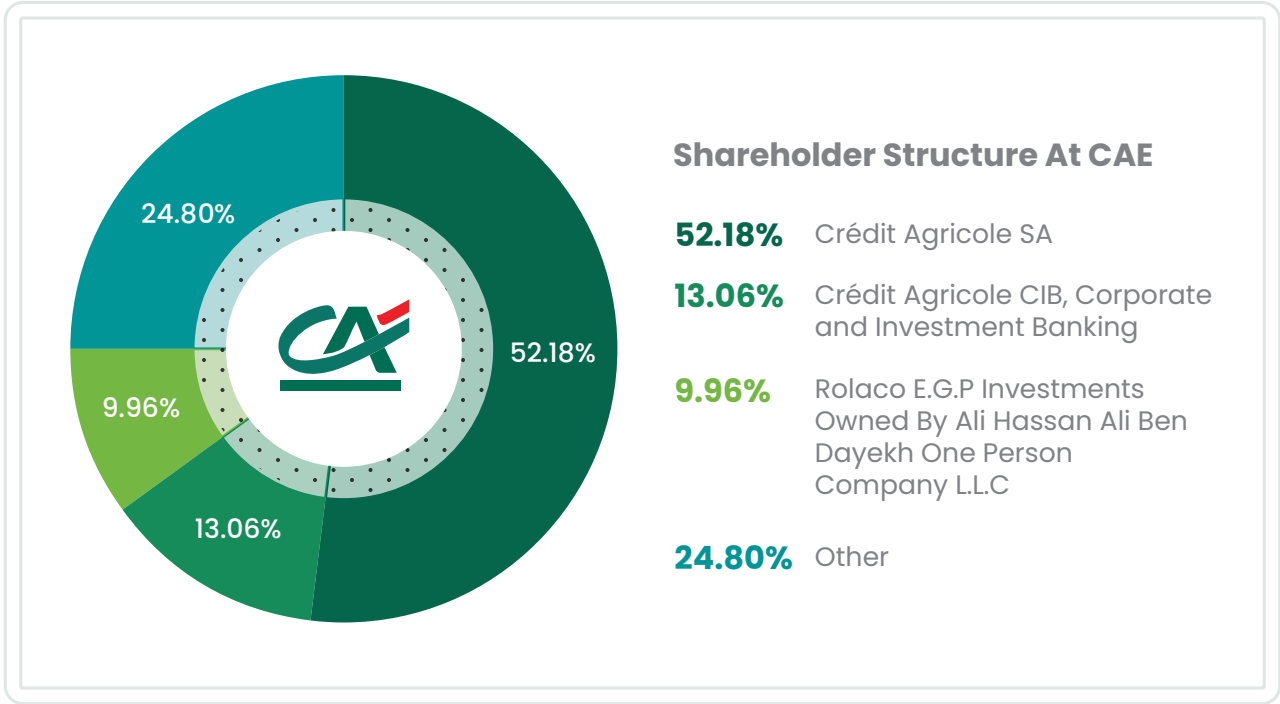
Credit Lyonnais, a subsidiary of the CA Group, opened its first branch in Egypt in 1878. In 2006, Crédit Agricole Egypt (CAE) was then established and has since emerged as a prominent entity in the country's economic landscape. Our business aims to operate in a manner that effectively and efficiently supports its stakeholders while demonstrating a commitment to sustainable performance.

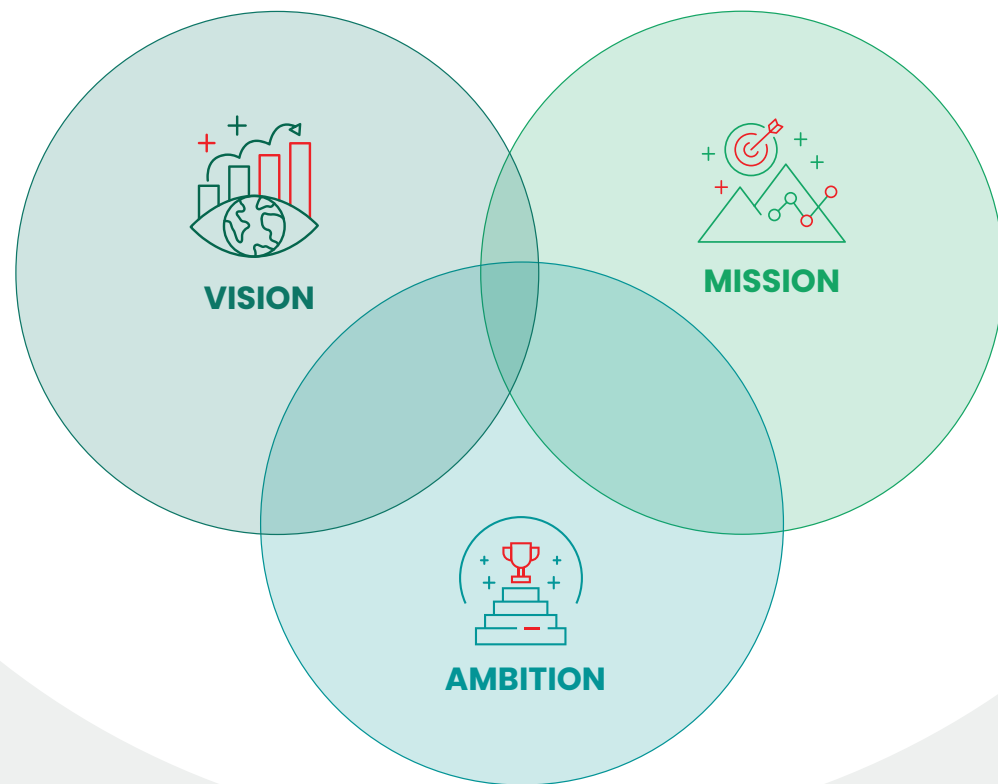
CAE establishes itself as the premier European Bank in Egypt, with a focus on becoming a leading, innovation-oriented sustainable bank. CAE is dedicated to leveraging its global experience to benefit local clients and support sustainable development in alignment with Egypt's

national goals. At CAE, we prioritize our customers' interests by offering a wide range of products and services tailored to meet their diverse financial needs. We have been recognized as the most innovative bank in Egypt, with a focus on providing a distinguished customer experience.

Our commitment extends to supporting customers throughout their journey by facilitating access to our products and services. To achieve this, we provide a variety of channels and empower customers to choose the most convenient channel for their transactions, including our digital channels, which caters to a wider range of financial needs.

OUR SHAREHOLDER STRUCTURE





OUR VISION

Be useful and create a long-term positive impact for the Egyptian economy and community

OUR MISSION

Capitalizing on innovation and sustainability, we aim at offering excellence in customer relationship and create value for all our stakeholders

AMBITION

To be the bank of choice for our customers

CAE BUSINESS MODEL

CAE is implementing a business model aligned with the Group's vision to provide "a whole bank just for you" in today's dynamic, rapidly changing business environment. The Bank's strategic goals are achieving sustainable growth while upholding its core values of responsible banking, servicing a wide range of stakeholders, and matching its business model to the Group's medium-term priorities. At CAE, protecting the environment, boosting community and local economic development, and increasing employee participation are all priorities. By focusing on these areas, CAE cultivates and upholds strong bonds with its stakeholders and clients, encouraging sustainable growth and significantly contributing to the environment and community, which is vital to sustaining our success.



OUR KEY BUSINESS LINES

PROXIMITY BANKING



Retail Banking

CAE offers a diverse array of products and services that cater to the evolving needs of its customers. Special packages have been created to align with our clients' requirements and lifestyle changes as their needs grow throughout their journey.

The Fidèle Club provides distinguished customers with an exclusive banking experience, offering optimized solutions for individuals with active lifestyles and providing ease in managing their diverse commitments and ambitions.



Banque Privée

CAE provides a cutting-edge, personalized service to manage and safeguard our high-net-worth clients' wealth, leveraging the extensive private banking expertise and the global presence of our Group.



SMEs

CAE is committed to the prosperity of its SME clients by providing comprehensive financial products and services.

CORPORATE BANKING



Multi-National Companies, Corporate, and Mid-Cap

CAE focuses on maintaining leadership among multinational corporations (MNCs), better serving local corporates, and becoming a reference bank for energy transition and sustainable finance. The Bank plans to expand its client base through a diversified approach across various client segments and geographical areas, supporting the overall economy. It offers comprehensive financial solutions tailored to client needs, including conventional financing services, project and sustainable finance, syndicated loans, and capital market products.



Digital Services

CAE offers a seamless and efficient banking experience through its integrated digital services, including a mobile application, online banking, and phone banking. Digitalization and technology are the keys to a successful and smooth future. By leveraging technology, CAE aims to transform its services and offerings and enhance the customer experience. By incorporating mobile applications, online banking, and phone banking, customers can manage their financial and non-financial transactions smoothly and conveniently.

Mobile applications provide quick access to banking services, allowing customers to handle account management, fund transfers, and payments promptly.

Our online banking service further improves the customer experience, providing a user-friendly platform with all the steps required to conduct secure financial operations, such as bill payments and account management. Additionally, CAE provides a vast network of ATMs conveniently located throughout Egypt.

CAE MTP
AMBITIONS 2025.

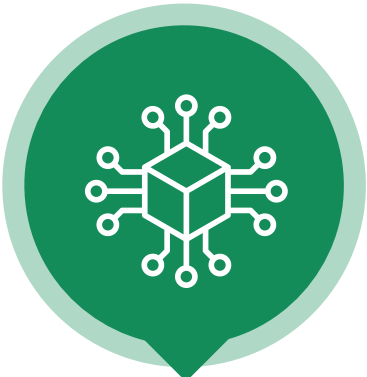
Built upon the CA Group’s overarching vision and strategic direction, our strategy demonstrates our persistence in unpredictable market conditions, enabling us to adeptly navigate risks and safeguard our prosperity.

Our strategy is designed to ensure a consistent trajectory of future performance by capitalizing on the Bank’s strengths. Aligned with our desired market positioning and adaptable to external shifts, CAE’s mission is carefully crafted to remain relevant and successful in the evolving landscape.

This plan serves as a framework guiding CAE’s sustainability approach, with innovation and sustainability as its foundation, just like in our previous strategies. Under its ambitions strategy, CAE established strategic pillars focused on three main areas:



GROWTH ENGINE



DIGITAL STRATEGY



SOCIETAL PROJECT

Each of these areas encompasses a variety of ambitious and innovative projects aimed at creating a sustainable impact in line with CAE’s commitment to responsible business practices. Each area has a set of key performance indicators (KPIs) to ensure accurate measurements as well as **synergy and business development within CA Group**

through:

- Encouraging commercial synergy with Crédit Agricole Investment Bank (CACIB).
- Accelerating synergy with CA Indosuez Wealth Management.



Growth Engine

Focus on expanding market presence, enhancing customer satisfaction, product offering, and improving operational efficiency to drive sustainable growth and long-term value.

In the context of Crédit Agricole Egypt 2025 medium-term plan (MTP), the growth engine refers to the key areas and strategies expected to drive the Bank's growth and success in the coming years. CAE aims to drive sustainable growth, create long-term value for its stakeholders, and achieve its vision of being the Bank of choice, with retail and corporate banking being essential parts of CAE's growth engine, each playing a crucial role in driving its overall success and expansion.

Retail Banking

Be a Digital and Relational Bank of Reference

Corporate Banking

Make The Difference by Increasing Expertise and Relational Excellence



Digital Strategy

Accelerate digital transformation by deploying modern technologies, enhancing customer journeys, and integrating digital solutions across all banking operations.

The digital strategy of CAE is strategically divided into two distinct but interconnected components: Digital Banking and Digital Transformation.

Digital Banking encompasses CAE's efforts to transform the way banking services are delivered to customers through digital channels. This part of the strategy focuses on leveraging cutting-edge technology to enhance the accessibility, convenience, and efficiency of banking operations.

Digital Banking

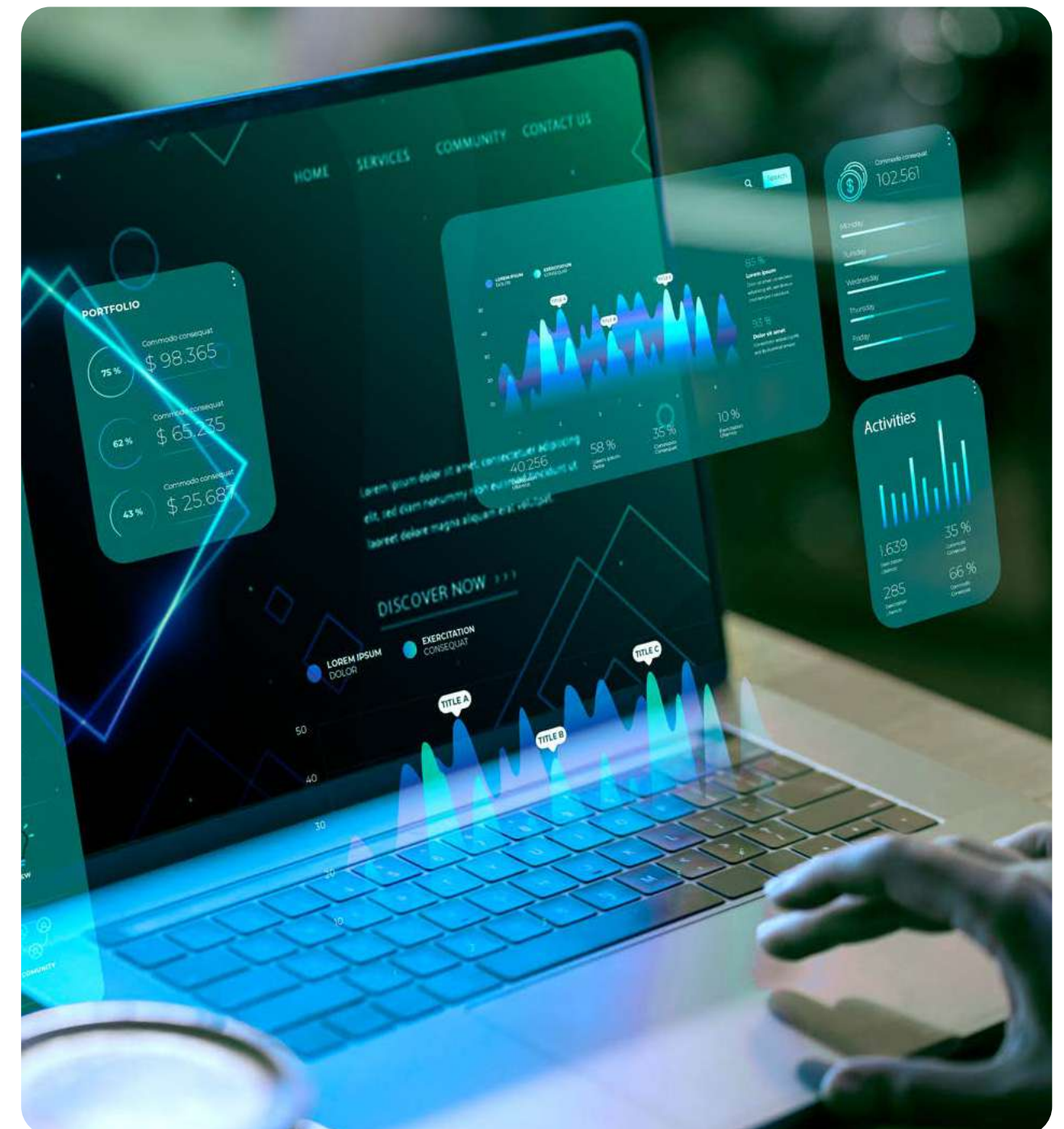
Be Recognized as Providing "Best In Class" Digital offerings to customers across all segments and markets

Digital Transformation is CAE's broader initiative to embrace digital technologies across its operational framework, thereby driving organizational agility, efficiency, and innovation.

This component of the strategy focuses on harnessing the power of technology to optimize internal processes, enhance decision-making capabilities, and deliver enhanced value to customers. Through digital transformation, CAE aims to modernize its IT infrastructure to support the scalability and reliability of digital banking services.

Digital Transformation

Accelerate the digital transformation of customer journeys by deploying modern technologies and capitalizing on an integrated platform





Societal Project

Work for the benefit of society by reducing emissions, promoting green financing, supporting financial inclusion, and enhancing the accessibility of services.

CAE's societal project highlights its commitment to environmental and social responsibility. The initiative focuses on reducing our carbon footprint through direct and indirect measures, including vehicle fleet and energy consumption management. Additionally, CAE aims to certify branches as green buildings and decrease business travel emissions.

Aspiring to be a key player in sustainable finance, CAE aims to support the renewable energy transition and offer green financing solutions. This pillar also emphasizes our external and internal social efforts, such as increasing community inclusion through financial accessibility, providing tailored offerings for underserved segments, and supporting women and people with disabilities in the Bank's workforce.

Societal Project

Work for the interests of society.

- Reduce the carbon footprint from our operations.
- Be a reference bank for the energy transition and sustainable finance.
- Contribute to community improvement and inclusion.



AWARDS AND MEMBERSHIPS.

AWARDS

In 2023, CAE was recognized for its efforts by receiving five prestigious awards from renowned international publications. These awards demonstrate our powerful position as a leader in the digital transformation of the banking industry. Most of our awards are related to our digital transformation and are a testament to our efforts to provide the best customer experience.



- "Best Digital Transformation Program" in Egypt by the International Business Magazine.
- "Most Innovative Retail Banking App in Egypt" by Global Banking and Finance Review.
- "Best Mobile Banking App" by the Global Finance Magazine for the third year.
- "Most User-friendly Multichannel Digital Banking Initiative – banki" by Global Business Outlook.
- "Digital Banking Provider of the Year in Egypt" by World Business Outlook.

MEMBERSHIPS

CAE engages with local associations such as:

Central Bank of Egypt
Committees

Federation of Egyptian Banks
Committees

Conseillers du Commerce
Extérieur de la France

French Chamber of Industry and
Commerce in Egypt

American Chamber of
Commerce in Egypt.

As a part of the CA Group, CAE enhances its network and industry influence by actively engaging with various economic and business associations, including the following:

- United Nations Global Compact (UNGC)
- United Nations Environment Programme Finance Initiative (UNEP FI).

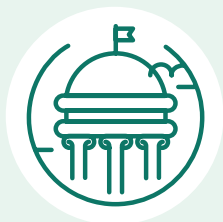
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2023 CAPITALS HIGHLIGHTS



CRÉDIT AGRICOLE

CAPITALS HIGHLIGHTS.



GOVERNANCE



Board Composition & Diversity

- The Board of Directors at Crédit Agricole Egypt comprises of 11 members.
 - Executive Board Members: 1 member (9%)
 - Non-Executive Board Members: 10 members (91%)
 - Independent Non-Executive Directors: 4 members (36%)
- Female Board Members: 2 members (18%), both above the age of 50
- Male Board Members: 9 members (82%)
 - Age distribution:
 - 1 member aged 30-50 years
 - 8 members aged above 50

Board Knowledge in ESG

- Board members participate in annual induction programs, regular specialized training sessions with IFCAM Crédit Agricole, and yearly collective training in Paris to stay updated on sustainable development practices.

Board ESG Oversight

- The Executive Management reports to the Board of Directors all Environmental, Social, and Governance (ESG) initiatives, with support from the Sustainability Development Committee.

Read More:

Strategic Sustainability Approach – Sustainability Governance
Governance and Ethical Standards



FINANCIAL CAPITAL



Financial Highlights

- Revenue: EGP 8.87B
- Operating Costs: EGP 2.13B
 - Employee wages and benefits: EGP 1.03B
 - Other administrative costs: EGP 1.1B
- Equity: EGP 14.49B
- Dividends: EGP 1.43B
- Community Investments: EGP 18.1B

CAE's MTP Ambitions 2025

Pillar 'Growth Engine'
Pillar 'Societal Project'

Read More:

Sustainable-Driven
Financial Excellence



MANUFACTURED CAPITAL



Geographical Expansion

- Branch Network: 83 branches strategically distributed across high population density and business potential areas.
- 20 branches equipped to serve customers with disabilities, exceeding the CBE requirement of 10%.
- ATM Growth: 32% increase in ATMs, totaling 690 in 2023.
- 25 ATMs equipped with talking services and braille keypads.

CAE's MTP Ambitions 2025

Pillar 'Societal Project'
Pillar 'Growth Engine'

Read More:

Ensuring Seamless Accessibility



INTELLECTUAL CAPITAL



Digital Transformation

- Risk Automation Project III: Reduced credit decision turnaround time.
- Retail Collection Automation: Increased efficiency and reduced customer complaints.
- New Commercial Tool (NCT): Enhances customer relationship management and commercial activities.
- SME Template Lending Workflow: Streamlined credit approval process, reducing workload and operational risks.
- InstaPay Integration:
 - 25% of customers registered, processing over 3M transactions per year.
- Customer Engagement:
 - Over 100,000 retail customers executed an average of 4M digital transactions per month.
- Business Adoption:
 - More than 40% of our corporate clients used at least one cash management digital service.

Digital Products

- Banki Mobile Application:
 - 16% increase in 2023, reaching 187,077 users.
 - Best Mobile Banking App in Egypt.
- Banki Payroll Platform:
 - Processed salaries for over 150,000 employees.
- Banki Connect
 - Automates payment transactions for multinational companies.
 - Additional Service: E-government payments via the e-finance portal.

CAE's MTP Ambitions 2025

Pillar 'Digital Strategy'

Read More:

Ensuring Seamless Accessibility



HUMAN CAPITAL



Employee Well-being and Development

- Legal Compliance: Adherence to Egyptian labor laws, prohibiting forced, compulsory, or child labor.
- Diversity and Inclusion: A commitment to creating an inclusive environment where all employees feel valued, respected, and supported, regardless of gender, age, or disabilities.

Workforce Composition: Diversity & Inclusion

- Diverse Workforce: As of 2023, CAE employed 2,120 individuals.
 - Females: 742
 - Males: 1,378
- Employees with Disabilities: CAE is committed to increasing the workforce diversity through efforts to hire employees with disabilities.
- Policies in place to ensure an inclusive environment with no discrimination.
- No recorded incidents of discrimination in 2023.

Local Talent Development

- Senior Management: 50% of senior management positions are filled by individuals from the local community.
- Temporary Staff: 16% of the workforce comprises temporary staff involved in outsourced functions.

Training and Development

- Training Hours: 111,434 training hours provided in 2023.
 - Females: 43,585.5 hours
 - Males: 67,848.5 hours
- Performance Reviews: 100% of employees received performance and career development reviews through a digital appraisal process.

Employee Engagement

- Events and Activities: Regular engagement activities such as wellness sessions, CSR activities, and fun-filled events to ensure employees feel valued and connected.
- Annual Celebrations: Events like the annual iftar during Ramadan, participation in marathons, and Diversity Month celebrations to promote teamwork and community engagement.

Health and Safety

- Safety Measures: Comprehensive occupational health and safety management system covering all areas of operation.
- Zero Incidents: No recorded work-related injuries or ill-health cases linked to the Bank's operations.

Benefits and Compensation

- Comprehensive Benefits: Life and accident insurance, death grants, advance salary payments, summer trips, and stock ownership participation.
- Parental Leave: Both female and male employees offered parental leave, with high retention rates post-leave.
- Staff Fund: Provident fund providing financial benefits, with contributions from both employees and the Bank.

Employee Satisfaction and Retention

- Proactive Retention Policies: Advancement opportunities, work-life balance initiatives, financial incentives, and competitive compensation.
- Decreased Turnover: Significant reduction in employee turnover, with a full-time staff voluntary turnover rate of 10% in 2023.
- Diverse workforce with 742 female and 1,378 male employees

CAE's MTP Ambitions 2025

Pillar ' Societal Project'

Read More:

Empowering our Workforce



SOCIAL AND RELATIONSHIP CAPITAL



Ethical Marketing & Communication

- Commitment to ensure transparent communication with all clients through different communication channels.

Community Development and Social Responsibility

- Corporate Shared Value: Commitment to enhancing community life through trust, respect, and environmental preservation.
- NGO Collaboration
- CAE Foundation: Supported five projects with a total donation amount of EGP 25M in 2023, focusing on education, health, social entrepreneurship, environment, and community development.
- Project Assessment: Uses quantitative (number of beneficiaries) and qualitative (sustainable impact) measures to evaluate and monitor projects.

Ethical Procurement

- Procurement Allocation: EGP 712M allocated to 183 suppliers in 2023, with 89% spent locally.
- Supplier Evaluation: Prospective suppliers assessed on environmental, social, and ethical responsibilities, ensuring compliance with the Code of Conduct and Egyptian labor laws.
- Digitalization: Implemented an end-to-end digital supply chain system for enhanced efficiency and transparency, including modules for managing purchase orders, supplier interactions, and invoice processing.



NATURAL CAPITAL



GHG Emissions Reduction

- Scope 1 Emissions: 1,594.99 tCO₂e
- Goal: Moving towards a 15% reduction target.
- Scope 2 Emissions (Electricity): 1,496.31 tCO₂e
- Goal: Aiming for a 20% reduction compared to 2019 levels.

Resource Optimization

- Water Consumption: Reduced to 45,718 m³
- Achievement: Reached a 20% reduction target.
- Energy Consumption: Decreased by 21% to 11,915,353 kWh compared to 2019.
- Solar Energy Installations: PV installations meet 30-45% of annual energy needs for branches.

Specific Solar Energy Production (kWh)

- Head Office: 261,047.9 kWh
- 6th of October Branch: 34,731.5 kWh
- 10th of Ramadan Branch: 4,455 kWh
- Hurghada Branch: 4,086 kWh

LEED Certification

- Head Office: Platinum LEED Certification.

- Madinaty Open-Air Mall branch: First LEED-certified retail bank branch in Egypt.

Responsible Product Development

- Recycled plastics to be used in producing debit cards.

Sustainable Finance Efforts

- Financed 3 projects including 2 renewable energy projects and 1 water desalination project.
- Offered solar energy loans for individuals.

Sustainable Climate Policy:

- Emission Reduction: Targeting high emitting sectors responsible for 75% of global emissions.
- Support green and ESG initiatives, focusing on energy efficiency, renewable energy, and green/blue infrastructure.

CAE's MTP Ambitions 2025

Pillar 'Societal project'

Read More:

Uplifting Social and Environmental Impact

CAE's MTP Ambitions 2025

Pillar 'Societal Project'

Read More:

Uplifting Social and Environmental Impact

03

STRATEGIC SUSTAINABILITY APPROACH

01

Sustainability
Governance



02

Stakeholders
& Materiality

SUSTAINABILITY GOVERNANCE.

We're integrating sustainability into our corporate governance framework to ensure that all our operations are conducted in an environmentally and socially responsible manner. This includes developing policies and guidelines that align with international best practices, establishing a Sustainability Committee to oversee our sustainability initiatives, and ensuring that our employees are trained in sustainable practices.

BOARD'S OVERSIGHT ON ESG

The involvement of the Board of Directors and the Managing Director in developing, approving the Bank's vision, mission statements, strategies, policies, and goals related to sustainable development and monitoring its implementation is significant.

In adherence to Egypt Vision 2030, CBE guidelines, and the CA Group strategy for sustainable development, the Board of Directors actively oversees the Bank's due diligence processes and other mechanisms aimed at identifying and managing its impacts on ESG factors. This ensures that sustainability considerations are integrated into the Bank's decision-making processes and operational frameworks.

Furthermore, the Board is entrusted with reviewing and approving reported ESG information, underscoring its commitment to transparency and accountability.

The process involves presenting the ESG report to the Board for approval before dissemination to relevant stakeholders, highlighting the Board's role in ensuring the accuracy and integrity of sustainability disclosures.

Additionally, during discussions on sustainability and the sharing of related reports, Board members provide constructive input, contributing to the enhancement of sustainable practices in the Bank.

COLLECTIVE BOARD KNOWLEDGE OF SUSTAINABILITY

In addition to the comprehensive inductions for Board members, which covers the governance of the Bank and all lines of business, Board members receive annual specialized compliance and Board liability training as well as trainings tailored to their committee membership and needs.

The Board of Directors at CAE actively engages in advancing their collective

knowledge, skills, and experience in sustainable development. To achieve this, annual Board induction programs are conducted, providing essential insights and updates on sustainable development practices. Furthermore, specialized presentations and training sessions are scheduled and conducted regularly with IFCAM Crédit Agricole. Additionally, all Crédit Agricole Board members attend yearly collective training in Paris.

COMMITTEES OVERSEEING SUSTAINABILITY

In terms of sustainability governance structures, two key committees oversee the management of the Bank's impacts on ESG aspects: the Executive Committee and the Sustainable Development Committee. Both Committees report directly to the Board and are responsible for decision-making processes and ensuring that the Bank's operations align with sustainable development objectives.

The Executive Committee is responsible for establishing the Bank's sustainability strategy and endorsing the sustainability framework.

The Committee includes the following members:

 JEAN-PIERRE TRINELLE Managing Director, Committee Chairman	 FRANCK FLAMENT Chief Risk Officer
 ASHRAF ABDEL WAHAB Head of Capital Markets & Institutional Banking	 MARIE THERESE NAGY Chief Human Resources Officer
 HALA RAGAB General Counsel & Corporate Secretary	 CHRISTOPHE CLEVENOT Chief Strategy & Transformation Officer
 AMIR HAKIM Chief Operating Officer	 NEVINE SHOKRY Head of Proximity Banking
 RAVINARAYANAN IYER Chief Financial Officer	 AHMED ESSAM EL-DIN Head of Corporate Banking

The Sustainable Development Committee plays an essential role in advancing sustainability initiatives at the Bank. Chaired by the Managing Director, the Committee comprises key executives and department heads who oversee various aspects of sustainability and sustainable finance.

With a focus on identifying key sustainability topics, ensuring alignment with group practices and local regulations, and reviewing progress on sustainability capacity building, the Committee meets quarterly to review and discuss sustainability projects, activities, and reports.

The Committee’s scope includes:

- Approving sustainable projects in alignment with CAE’s strategy.
- Reviewing sustainability activities and monitoring their implementation.
- Suggesting and approving new initiatives related to sustainability.
- Supporting the issuance of the Bank’s sustainability report periodically.
- Determining and recommending the most appropriate CSR policies and practices in line with CAE’s values.

The Committee includes the following members:



JEAN-PIERRE TRINELLE
Managing Director,
Committee Chairman



CHRISTOPHE CLEVENOT
Chief Strategy and
Transformation Officer



HALA RAGAB
General Counsel &
Corporate Secretary



AMIR HAKIM
Chief Operating Officer



MARIE-THÉRÈSE NAGY
Chief Human Resources
Officer



SAID HASSAN
Chief Engineering &
Procurement Officer



FRANCK FLAMENT
Chief Risk Officer



HASSAN SERAG
Managing Director of
CAE Foundation



AMR FATHY
Head of Compliance &
Financial Security



MARIAN KAISER
Head of Proximity Banking
Development, Marketing,
and Customer Experience



NEVINE ROUSHDY
Head of Operation
Excellence



FADY EALIA
Head of SMO Governance



SHERIF HASSAN
Head of Sustainability &
Sustainable Finance



KHOLOUD MOUSA
Sustainability & Sustainable
Finance Manager



HANY MOUNIR
Head of Risk Analysis



NEVINE SHOKRY
Head of Proximity Banking



AHMED ESSAM
Head of Corporate Banking



MINA METIAS
Head of Sustainable Finance

Secretary: Head of Sustainability & Sustainable Finance

SUSTAINABILITY DEPARTMENT

CAE established a Sustainability Department, which reports directly to the Managing Director, is responsible for functions essential to realizing sustainability objectives and ensuring seam-less integration across all CAE’s operations.

It produces comprehensive reports on the progress toward achieving sustainability targets, coordinates sustainability efforts, and proposes new initiatives and campaigns to advance organizational sustainability goals. Moreover, the Department ensures that a culture of sustainability is spread throughout the Bank, fostering a mindset where sustainability is entrenched as a core value and guiding principle for all activities.

**SUSTAINABLE
FINANCE UNIT**

CAE established a Sustainable Finance Unit under the Corporate Banking Department with a dedicated team, that is focused on developing and promoting sustainable finance products with the following main objectives:

- Provide awareness, support, and solutions for energy transition to our clients.
- Develop sustainable financing options for our corporate clients, either independently or in collaboration with multilateral organizations.
- Develop and implement the Net-Zero strategy with support from the Group to facilitate our clients’ transition toward carbon neutrality by 2050.



**SUSTAINABILITY
CHAMPIONS TEAM**

A group of 10–20 sustainability champions from different departments is responsible for sharing knowledge and implementing sustainability initiatives throughout CAE by participating in various activities, including the development of our integrated reporting process.



STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT.

CAE’s materiality assessment process involved engaging key stakeholders identified to ensure inclusiveness, relevance, and reflection of the Bank’s operations and business activities.

The assessment process also involved subject matter experts and utilized a methodology aligned with the GRI Standards 2021 Double Materiality and the European Sustainability Reporting Standards (ESRS). This alignment ensured that the results would highlight the important topics identified by the Bank while also considering environmental, social, and economic impacts.



STAKEHOLDER ENGAGEMENT PROCESS

Stakeholder engagement is crucial to CAE’s sustainability approach and value creation. By involving and collaborating with stakeholders, CAE gains a deeper understanding of their perspectives, needs, and expectations.

This engagement enables CAE to incorporate a variety of insights and consider the broader impacts of its actions, leading to more informed and responsible decision-making.

Engaging stakeholders allows CAE to identify and prioritize key material topics. By involving stakeholders, we ensure that our actions align with their values and aspirations. This engagement also builds trust and strengthens relationships with our stakeholders.

By actively listening and responding to their concerns and feedback, we demonstrate our commitment to accountability and transparency. This enables a sense of shared ownership and collaboration, leading to stronger support for our sustainability initiatives.

Stakeholder Group	Channels of Communication	Frequency	Challenges & Expectations	Actions
Internal				
CA Group	Internal reports, meetings	Monthly, quarterly, annually	Group-wide policies, financial performance, risk management	Group policy updates, financial reports, risk management strategies
Board of Directors	Board meetings, committee meetings, reports	Daily, weekly, quarterly, ad hoc	Governance, strategic direction, financial performance, risk management	Regular financial reports, strategic reviews, risk assessments
Management	Meetings, reports, emails, conferences	Daily, weekly, monthly, quarterly, annually	Strategy implementation, operational efficiency, employee management	Strategic reviews, operational updates, employee management programs
Employees & Employee Representative Bodies	Calls, emails, face-to-face meetings, interviews, virtual meetings, surveys	Daily, weekly, monthly, quarterly, annually, biannually, ad hoc	Career development, workplace wellbeing, safe working conditions, remuneration, business/product development, compliance	Health and safety, salaries and benefits, grievances, training programs
External				
Customers	Branches, mobile apps, internet banking, surveys, call centers	Daily, weekly, monthly, annually, ad hoc	Accessibility, data security, product innovation, customer service	Data privacy measures, complaint management, product innovation, digital banking initiatives

Stakeholder Group	Channels of Communication	Frequency	Challenges & Expectations	Actions
Regulators	Emails, calls, portal, letters, meetings	Daily, weekly, monthly, quarterly, biannually, annually, ad hoc	Compliance, reporting, regulation adherence	Compliance reports, regulatory audits, initiative compliance
Shareholders & Investors	Meetings, financial reports, updates, assemblies	Daily, weekly, quarterly, annually, ad hoc	Transparency, financial performance and profitability, governance, risk management	Financial reports, strategy updates, governance adherence
Communities & NGOs	Social media, meetings, calls	Monthly, quarterly, biannually, annually, ad hoc	Social development, community investments, environmental impact	CSR initiatives, community investments, sponsorships
Rating Agencies	Reports, updates, meetings	Quarterly, annually	Financial performance, governance, risk management	Regular financial reporting, governance adherence, strategic updates
Partners – Suppliers & Business Partners	Calls, emails, meetings, handbooks	Daily, weekly, monthly, quarterly, annually, ad hoc	Balanced relationships, fair payment terms, mediation, inclusive purchasing	Ethical procurement, payment on time, relationship steering

MATERIALITY ASSESSMENT PROCESS AND MANAGEMENT APPROACH

CAE recognizes the importance of a comprehensive double materiality assessment, which evaluates both the effects of the organization’s actions on stakeholders and the external influences on the Bank, alongside financial materiality.

We conducted a four-stage materiality assessment in line with the GRI 3: Material Topics 2021 standard, which adopts an outward-focused approach to identifying material topics.

Comprehending the context in which CAE operates, categorizing and prioritizing the most consequential impacts for reporting, identifying actual and potential impacts that include both positives and negatives,

and evaluating the significance of these impacts based on severity for negatives, and scope and scale for both positives and negatives, are essential steps in our process.

Additionally, another critical step involved reassessing the material topics identified in the last reporting period and updating them for this reporting period ensuring that the identified material topics remain relevant and accurately reflect the Bank’s strategic focus and stakeholder concerns.

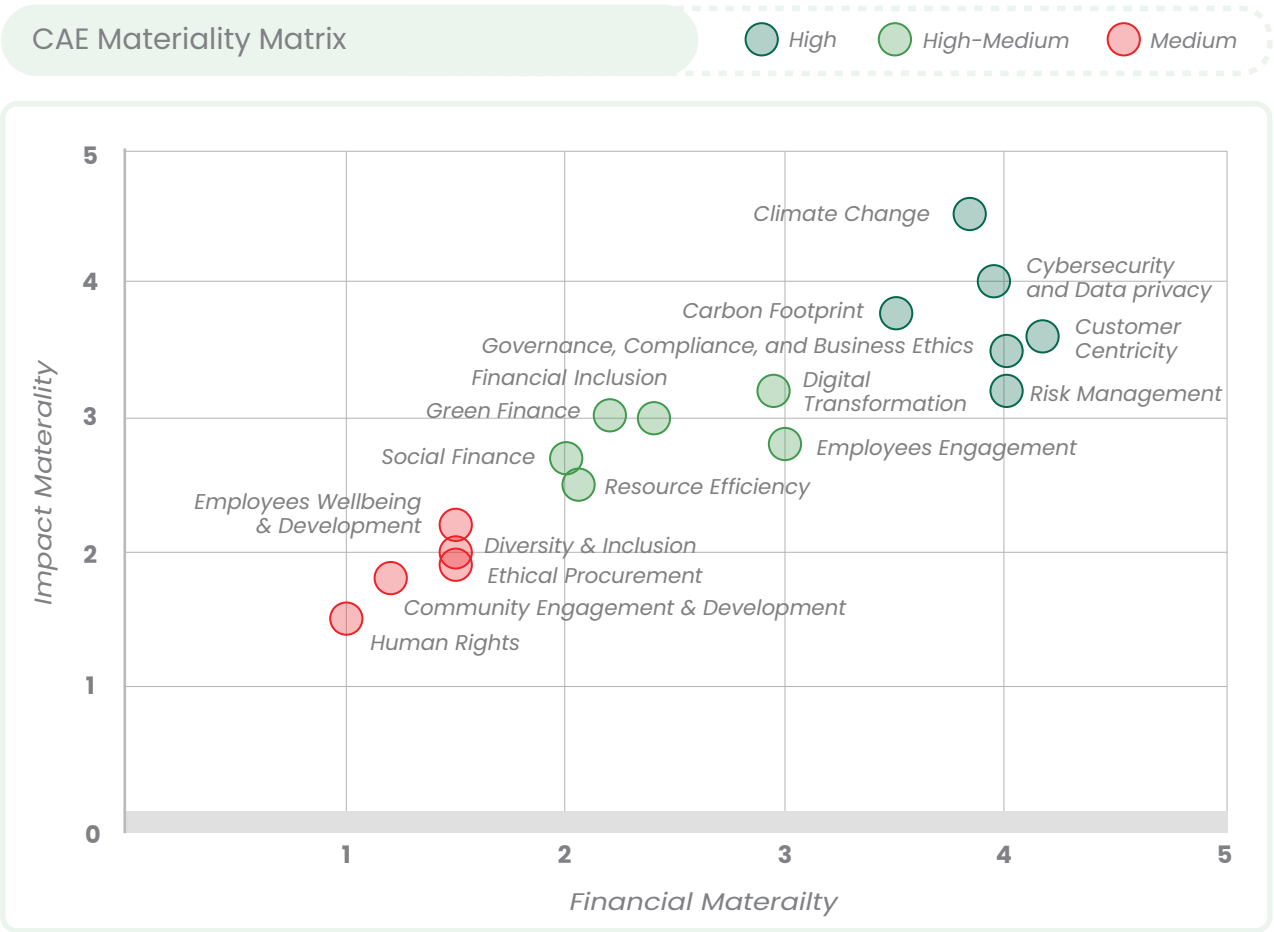
With that said, CAE made changes to the identified material topics, reflecting evolving stakeholder expectations and global sustainability trends.



Ultimately, CAE identified 17 material topics, aligning them with the Integrated Report’s six Capitals.

The assessment considered both the ESG impact from an inside-out perspective and the business impact from an outside-in perspective within the banking industry context. Each topic was prioritized based on an assessment methodology, resulting in a final score that was used to formulate the Materiality Matrix.

MATERIALITY MATRIX



MATERIAL TOPICS MANAGEMENT APPROACH

CAE’s management approach for each material topic is detailed throughout the report and briefly summarized in the table below.

Capitals	Material Topics	Possible Positive Impacts	Possible Negative Impacts	Management Approach
Natural Capital	Climate Change	Developing green products /services, cost savings through energy efficiency	Transitional & Physical Risks	Implementing CAE sustainable climate policy to reduce CO2 emissions and transition to low impact practices

Capitals	Material Topics	Possible Positive Impacts	Possible Negative Impacts	Management Approach
Intellectual Capital	Cyberse- curity and Data Privacy	Enhanced data protection, increased customer trust	Data breaches, regulatory fines	Implementing robust cybersecurity mea- sures to protect customer data and ensure data privacy compliance
Natural Capital	Carbon Footprint	cost savings through emission reduction	Non- compliance with emission regulations, reputational damage	Setting targets to reduce the carbon footprint of opera- tions through mea- sures like energy consumption man- agement and vehicle fleet management
Social and Relationship Capital	Customer Centricity	Customer loyalty, market differentiation	Poor customer satisfaction, increased competition	Prioritizing customer needs and feedback to enhance products and services, ensur- ing a customer cen- tric approach
Intellectual Capital	Risk Man- agement	Proactive risk mitigation, improved decision- making	Inadequate risk identifi- cation, com- pliance failures	Implementing com- prehensive risk man- agement strategies to identify, assess, and mitigate risks across all business operatons
Social and Relationship Capital	Gover- nance, Compli- ance, and Business Ethics	Strong corporate governance, enhanced reputation	Non- compliance with regula- tions, ethical misconduct	Upholding high stan- dards of governance, compliance, and business ethics to ensure transparency, accountability, and ethical conduct in all business practices

Capitals	Material Topics	Possible Positive Impacts	Possible Negative Impacts	Management Approach
<i>Social and Relationship Capital</i>	Financial Inclusion	Access to new markets, increased customer loyalty	Regulatory changes impacting financial services, economic instability	Designing specialized financial services to promote financial inclusion, particularly for MSMEs
<i>Financial Capital</i>	Green Finance	Growth in sustainable finance market, attracting environmentally conscious customers	Market volatility in green investments, regulatory uncertainties	Developing green financing options for renewable energy projects and promoting sustainability awareness among customers
<i>Financial Capital</i>	Social Finance	Positive community relations, new market opportunities	Social impact measurement challenges, changing social trends	Supporting social initiatives and community development through financial accessibility and tailored offerings for underserved segments
<i>Human Capital</i>	Employees Engagement	Increased productivity, innovation through diverse perspectives	Low employee morale, high turnover rates	Fostering employee engagement through inclusive practices, communication, and opportunities for feedback and development
<i>Intellectual Capital</i>	Digital Transformation	Improved efficiency, enhanced customer experience	Cybersecurity threats, resistance to technological change	Embracing digital transformation to enhance operational efficiency, customer experience, and innovation

Capitals	Material Topics	Possible Positive Impacts	Possible Negative Impacts	Management Approach
<i>Natural Capital</i>	Resource Efficiency	Innovation in resource management, reduced operational expenses	Supply chain disruptions, increased resource costs	Enhancing resource efficiency through operational improvements and sustainable practices
<i>Human Capital</i>	Employees Well-being & Development	Improved employee satisfaction, talent retention	Health and safety incidents, lack of employee development opportunities	Prioritizing employee wellbeing through programs, benefits, and opportunities for professional growth and skill development
<i>Human Capital</i>	Diversity & Inclusion	Enhanced creativity and innovation, better understanding of diverse customer needs	Discrimination claims, lack of diversity in decision-making	Promoting diversity and inclusion within the workforce through recruitment practices, training, and creating an inclusive work environment
<i>Social and Relationship Capital</i>	Ethical Procurement	Sustainable sourcing practices, positive supplier relationships	Supplier misconduct, supply chain disruptions	Implementing ethical procurement practices to ensure suppliers adhere to ethical standards and principles
<i>Social and Relationship Capital</i>	Community Engagement & Development	Enhanced brand reputation, long-term community partnerships	Community resistance to initiatives, lack of community trust	Engaging with communities through initiatives that contribute to their development and wellbeing
<i>Social and Relationship Capital</i>	Human Rights	Improved stakeholder trust	Upholding human rights principles in all operations and supply chain activities	Upholding human rights principles in all business operations and supply chain activities

04

GOVERNANCE AND ETHICAL STANDARDS



01

Governance
Structure



02

Building
Integrity and
Trust

03

Risk
Management

GOVERNANCE STRUCTURE.

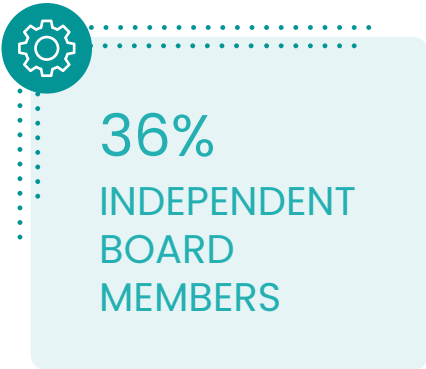
CAE operates under a governance structure that adheres to CBE and FRA corporate governance regulations as well as CA Group best practices. Furthermore, the Bank employs a model where the roles of the chairman and managing director are distinct, which is in line with the principle of separating oversight functions from management functions.

BOARD OF DIRECTORS

Board Composition

The Board of Directors at Crédit Agricole Egypt comprises 11 members, with the majority being Non-Executive Board members, totaling 10 members and constituting 91%, with 4 members being independent..

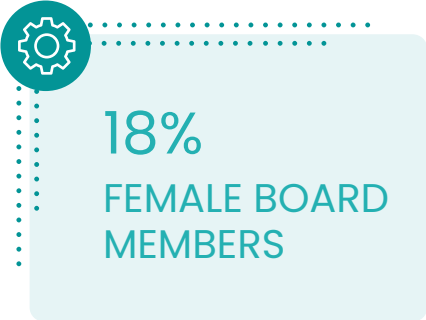
The Executive Board members consist of one member, representing 9% of the Board.



Gender Diversity on the Board

In terms of gender diversity, there are two female Board members representing 18% of the Board, both of whom are above the age of 50.

The remaining nine individuals are male, representing 82% of the Board; one member is in the age group of 30–50 years old, while the remaining eight members are aged above 50.



CAE Board Members

MEMBER	Title
Mr. Osama Saleh	Chairman Non-Executive, Independent
Mr. Jean-Pierre Trinelle	Managing Director (CASA) Executive
Mr. Michel Le Masson	Vice Chairman (CASA) Non-Executive
Mr. Didier Reboul	Member (CACIB) Non-Executive
Mr. Pascal Desamais	Member (CA Group) Non-Executive
Mr. Nicolas Tavernier	Member (CA Group) Non-Executive
Mr. Hatem Masmoudi	Member (CACIB) Non-Executive
Mr. Hassan Ali Dayekh	Member Non-Executive (Rolaco EGP Investments)
Dr. Adel Danish	Member Non-Executive, Independent
Ms. Rania Gaafar	Member Non-Executive, Independent, representing public subscribers
Dr. Mona El Garf	Member Non-Executive, Independent

Board Nomination and Selection

CAE adheres to criteria established in the fit and proper procedure for nominating and selecting members of the Board of Directors. This process involves the following stages:

- 01

Nomination and Approval:
 - The selection process for candidates for Board membership includes obtaining approval based on CAE compliance requirements, Group compliance requirements, and CAE’s fit and proper assessment.
 - Nominees are subject to evaluation by the Nomination Committee and subsequent approval by the Board of Directors.
- 02

CBE Evaluation:
 - The selected nominees undergo eligibility scrutiny and interviews by the CBE.
 - This evaluation includes a review of each nominee’s background, qualifications, and any pertinent surveillance conducted by the Administrative Control and Security Authorities.

03 General Assembly Approval

- The final approval of the Board members is obtained from the general assembly. Every three years, elections are conducted with the cumulative voting process per FRA instructions and CAE bylaws.
- The Board of Directors approves appointments and replacements, and validation from the general assembly is essential to finalize the selection process.

Board Members Term

Board members serve a standard tenure of three years, with the possibility of extension to six years for non-executive directors as per CBE approval.

Board Expertise and Skills

Across the Board, 64% of members currently hold active CEO positions in other companies, bringing with them a diverse range of expertise and skills.

These include but are not limited to corporate governance, strategic management, risk management, retail and corporate banking, accounting, audit, financing, insurance, information technology, economics, and digital banking.

The directors' combined professional experience forms the basis of the Board's collective expertise and enriches discussions around various aspects of banking, including financial markets, accounting, auditing, risk management, technology, innovation, governance, local and global economies, as well as CSR, sustainable development, and sustainable finance.



BOARD EVALUATION

The performance of Board members is assessed in collaboration between the Board, the CBE, and the Group. The evaluation aligns with the approved medium-term plan and is overseen by the CBE and the CA Group to ensure compliance with regulatory requirements and strategic objectives.

The Board conducts a self-assessment where members evaluate their performance and offer feedback for improvement.

Additionally, the chairman evaluates Board members and identifies training needs. Board remuneration is proposed by the Remuneration committee and recommended to the Board, subject to validation by the General Assembly.

CONFLICT OF INTEREST: MONITORING ACROSS THE BOARD

Board members undergo a thorough approval process during which they declare any other Board memberships, current positions, and cross-shareholding.

Declarations are analyzed by the Nomination Committee through the fit and proper procedure to ensure compliance with regulations.

Additionally, the Compliance and Governance Departments monitor conflict of interest, and Board members must adhere to insider trading rules. Related party dealings are disclosed and preauthorized.

BOARD COMMITTEES

To effectively fulfill its duties, the Board established several committees, each tasked with specific oversight functions per the Egyptian and international standards adopted by the CA Group. These committees are as follows.



Audit Committee

The Audit Committee comprises of three non-executive Board members, including one independent Board member. The Committee members have diverse expertise in financial, audit, accounting, compliance, and information technology matters. The Committee's chairman is an independent member, and each member holds voting rights. Additionally, an audit expert has been appointed to enhance the Committee's effectiveness.

The Committee reviews the Bank's financial statements before presenting them to the Board and provides recommendations following discussions with external auditors. It monitors the control environment and risk management by reviewing reports from control functions like Internal Audit, Compliance, Risk and Permanent Control, and Legal, as well as observations from the CBE, Group audit, and external auditors.

To ensure compliance with local regulations, the Committee has created a dashboard for required documents, updates, and analyses. Furthermore, the Committee is authorized to request audits on any matters within its scope. It engages in discussions with key stakeholders, including external auditors, the Chief Financial Officer, the Head of Internal Audit, the Legal Head, the Compliance Head, and other stakeholders to address various issues.

The Committee reviews audit findings, Compliance, Permanent Control, Audit,

and Legal reports, and measures taken by management to comply with regulations. It also recommends the appointment of external auditors, assesses their performance, and approves their scope of work. The Committee collaborates with internal and external auditors to ensure comprehensive coverage of the Bank's activities. It reviews financial reports, accounting policies, and the annual audit plan to ensure compliance with CBE regulations.

The Committee also oversees the Bank's control system to combat money laundering and approves the Internal Audit Department's charter, resource plan, and annual audit plan. Reports on the Internal Audit Department's performance are presented annually to the Board, and decisions regarding the appointment or dismissal of the Compliance Head or Internal Audit Head are approved by the Committee.

Lastly, the Committee reviews compliance reports to address violations and ensure adherence to regulations.

DR. ADEL DANISH	Chairman
MR. DIDIER REBOUL	Member
MR. NICOLAS TAVERNIER	Member
MR. EMMANUEL ARRIBAT	Expert



Risk Committee

The Risk Committee comprises of three non-executive Board member, including one independent board member in addition to one-executive Board member.

Its responsibilities include establishing frameworks, measures, and rules for addressing various risks faced by the Bank, evaluating risk appetite and tolerance, monitoring the Risk Management Department, and preparing periodic reports for submission to the Board.

In 2023, the Risk Committee convened quarterly to assess control function activities and outcomes, encompassing various risks such as credit, finance, market, and liquidity. It reviews and updates the Bank's risk strategy and risk appetite annually, presenting them to the Board of Directors for validation, alongside quarterly reports on adherence to risk limits. The Risk Committee also presented the Annual ICAAP Report and addressed new regulatory requirements, including the COSO Report and the Recovery Plan.

The Committee made periodic updates to key credit manuals and the financial policy, which were validated by governing bodies like the Credit Risk Committee, the Risk Committee, and the Board of Directors.

The Risk Committee's charter underwent a review and update in 2023, clarifying decision-making processes and establishing timeframes for circulating agendas and supporting presentations before committee sessions. The credit delegations were also revised per Group policies in France and CBE instructions.

MR. DIDIER REBOUL	Chairman
MS. RANIA GAAFAR	Member
MR. HATEM MASMOUDI	Member
MR. JEAN-PIERRE TRINELLE	Member
MR. FREDERIC DE TOLDI	Expert





Governance, Nomination, and Remuneration Committee

Throughout 2023, the Governance, Nomination, and Remuneration Committee held two physical meetings and one session conducted by circulation to review aspects crucial to CAE's governance, operations, and compliance.

Among the key agenda items was the presentation of the Board's report to shareholders in line with Company Law requirements and the Listing Rules issued by FRA in March 2019. Additionally, the Committee presented the 2023 Corporate Governance Report to the general assembly.

Furthermore, discussions encompassed proposals and action plans for Board members' allowances, appointments in adherence to fit and proper procedures, and self-assessments compliant with governance regulations and the New Banking Law 2020.

A focus of the Committee was the review of CAE's disclosure policy and delegations, along with addressing audit comments from the CBE on the Governance Department and updates to CAE's organizational structure and committees.

The Committee oversees the induction process for Board members. In 2023, new Board members received the Bank charter and governance training:

1) Group induction training delivered on July 4, 2022, for new CAE Board members.

2) Governance training covering compliance, anti-money laundering, countering the financing of terrorism, international sanctions, and Board members' liabilities.

The Committee diligently evaluated proposals concerning CAE staff remuneration throughout 2023. Over the course of three meetings, including one conducted via circulation, the Committee:

- Reviewed salary and remuneration policies for employees and Board members and approved a percentage increase in salaries and the distribution rules for 2023. Additionally, bonus distribution rules were revised in response to a significant rise in the inflation rate.
- Examined the staff profit share distribution rules.
- Conducted a comparative study with other peers on remuneration and allowances for the Board, proposing adjustments to attendance allowances.
- Assessed the impact of inflation in Egypt in 2023, particularly the rise in prices of essential goods and services such as food, gasoline, and education. The Committee approved a one-time lump sum salary for all staff to mitigate the adverse effects of inflation.

MR. MICHEL LE MASSON Chairman

MR. PASCAL DESAMAIS Member

DR. ADEL DANISH Member

BUILDING INTEGRITY AND TRUST.

POLICY APPROVAL AND COMMUNICATION

The approval and communication of policy commitments are essential components of CAE's governance framework.

All policies undergo a thorough validation process, ensuring alignment with the Bank's objectives and regulatory

requirements through the Validation Committee and are subsequently approved by the Board of Directors.

All policies are communicated across the Bank through CAE's internal portal, facilitating transparency and adherence to established guidelines.

CODE OF ETHICS

The Code of Ethics highlights the Bank's commitment to upholding integrity and ethical conduct across its operations as well as CAE's core values and commitments, which are driven by its dedication to customers, responsibility, and solidarity. The Code of Ethics covers critical aspects including business ethics, conflicts of interest, bookkeeping, confidentiality, employee treatment, client privacy, anti-corruption measures, anti-money laundering efforts, fair competition practices, and compliance reporting.

The Code of Ethics guides employees toward acceptable and ethical behavior while maintaining transparency and accountability in all interactions. It explicitly prohibits corruption and payment of bribes of any kind, and provides specific definitions for terms like bribery, corruption, and conflict of interest:



Conflict of interest

A situation in which the decisions or judgment of a person, company, or organization may be influenced or altered, with respect to its independence or integrity, by personal considerations or by pressure from a third party.



Corruption

The act whereby an individual in a specific public or private office solicits/offers or accepts/passess on a gift, an offer, or a promise for performing, delaying, or refraining from performing an act that is, directly or indirectly, within the sphere of their duties.



Bribery

The act of promising, giving, receiving, or agreeing to receive money or some other item of value with the corrupt aim of influencing a public official in the discharge of his official duties. subsequent approval by the Board of Directors.

To ensure that the values embedded in the Code of Ethics are deeply ingrained in every employee, an onboarding training program is provided to all new hires. This program is designed to instill CAE's values and principles in each employee and to ensure they are fully committed to upholding these values.

CONFLICT OF INTEREST

CAE's conflict of interest policy is designed to combat corruption in the Bank and ensure transparency and integrity in its operations. The policy consists of two sets of rules:



Maintaining independence and avoiding conflicts of interest; these rules apply to all management and other employees at CAE.



Complying with the Policy's prevention principles and measures, such as adhering to corporate governance, margin policy, and supplier policy. CAE transparently discloses information including cross-board memberships, cross-shareholding, and related party disclosures to suppliers and other stakeholders.

COMPLIANCE

CAE is deeply committed to fostering a culture of compliance and equips all employees with the necessary tools and training to adhere to both local and international standards and regulations. By upholding high standards of compliance, CAE maintains a strong reputation as a trusted and responsible financial institution.

The Bank remains steadfast in its commitment to upholding these standards and works closely with regulatory authorities to ensure the highest level of compliance across all operations.

As part of our efforts to cultivate an effective compliance culture, CAE has implemented the Smart Compliance initiative. This initiative involves automating certain compliance-related tasks to ensure more efficient and effective compliance.

For instance, CAE has introduced screening and filtering systems to process operational alerts generated by centralized tools such as Ficrosoft File Filter (FFF) and Ficrosoft Messaging Filter (FMF) to comply with international and local regulations.

Furthermore, CAE established a know-your-customer (KYC) compliance process for individuals and entities, ensuring proper documentation and identity verification to prevent money laundering and fraudulent activities.

Defining the normative framework applicable to noncompliance risks is essential for introducing suitable systems to combat money laundering, prevent fraud, uphold market integrity, and ensure customer protection. Assisting managers and employees in formulating opinions and applying laws, regulations, procedures, and internal standards is also a key function.

Additionally, a control plan is defined and performance of controls on entities is monitored to ensure adherence to rules. These efforts aim to ensure fair treatment for customers, uphold the integrity of financial markets, and mitigate reputational, criminal, administrative, and disciplinary risks.

Ensuring regulatory adherence involves verifying the application of working policies and procedures that guarantee compliance, as well as preparing periodic follow-up reports for review by the Audit Committee and the Board of Directors.



CAE has not been involved in any legal actions related to:

- Anti-competitive behavior and violations of anti-trust and monopoly legislation
- Disputes over intellectual property
- Disputes over human rights
- Disputes over child, forced, and/or compulsory labor
- Breaches of customer privacy
- Disputes over environmental issues from the Bank's operations
- Insider dealings or share price manipulations
- Aggressive or non-transparent accounting issues
- Shareholder rights infringements
- Disputes over workforce diversity and opportunity unfairness
- Discrimination or harassment at the workplace
- Incidents regarding employees' health

WHISTLEBLOWING

The whistleblowing procedure at CAE serves as a crucial mechanism for enhancing risk prevention by empowering employees and other stakeholders to report any breaches, offenses, or other pertinent information they become aware of in the course of their duties.

This procedure complements the responding to deficiencies procedure in ensuring the integrity and transparency of the Bank's operations. It grants employees, job applicants, former employees, shareholders, and partners the means to report alleged facts in good faith, thereby safeguarding the public interest and promoting ethical conduct. The whistleblowing procedure is effectively communicated to all employees.

The structures in place to process whistleblower reports include:

Whistleblowing Channels: Employees can report concerns internally through designated channels such as their line manager and the Human Resources, Compliance, or Governance Departments. They can also use the CAE whistleblowing tool available on the Bank's intranet and website. Additionally, whistleblowers can disclose their concerns publicly in specific circumstances outlined in the procedure.

Business Keeper Management System (BKMS): A designated system is in place for employees to submit alerts securely. This system ensures the confidentiality of the whistleblower and the information provided and is accessible 24/7 via the Internet. It allows for reporting on issues such as crimes, offenses, threats to public interest, violations of laws or regulations, and more.

Handling of Alerts: Alerts received through the BKMS are processed by the Fraud Prevention Unit (FPU) under the supervision of the Head of Compliance. The FPU ensures the effectiveness of alert analysis, investigation, and feedback. The admissibility of reports is reviewed, and if they are deemed admissible, investigations are conducted within specified timeframes.

Confidentiality and Whistleblower Protection: Strict confidentiality measures are maintained to protect the identity of whistleblowers and sensitive information. Whistleblowers are protected against retaliation, threats, and discriminatory measures. Any breach of confidentiality or attempt to obstruct reporting is subject to sanctions.

Control of Whistleblowing Rights: Controls are implemented to ensure proper application of the alert procedure and adherence to confidentiality rules. Compliance control units conduct second-degree controls on alert processing and whistleblower protection measures. The Internal Audit Department periodically assesses the effectiveness of internal control mechanisms.



The Whistleblowing Management Committee convenes quarterly, immediately following the Fraud Management Committee, reflecting its critical role in overseeing whistleblowing cases in the Bank. Chaired by the Chief Operating Officer (COO) and led by the Head of Compliance serving as the Committee secretary, its purpose is to review feedback and decisions related to alerts submitted during each quarter.

Additionally, the Committee collaborates with the Fraud Prevention Unit (FPU) to jointly investigate cases that require further scrutiny before closure. Comprising key stakeholders, including the Head of Anti-Fraud and Anti-Corruption, Head of Internal Audit, General Counsel & Corporate Secretary, and Head of Human Resources (or their deputy), the Committee ensures comprehensive oversight and adherence to confidentiality agreements signed by all members.

ANTI-MONEY LAUNDERING

CAE maintains a robust and comprehensive approach to combatting money laundering and ensuring regulatory compliance as it recognizes the critical importance of maintaining trust among customers, regulators, and stakeholders. The Bank established an extensive framework of financial security policies and procedures aligned with Group and local regulations to effectively identify, assess, and manage money laundering risks.

CAE is fully dedicated to complying with all Egyptian laws and regulations related to combating money laundering. The Bank collaborates closely with the CBE's Money Laundering Unit by promptly reporting any suspicious activities.

Moreover, CAE adheres to the Wolfsberg Anti-Money Laundering Principles, which are global best practices in combating money laundering and terrorist financing. CAE employs advanced technology such as financial crime detection (DDF), a rebuilt AML detection tool with several improvements including coverage for new financing of terrorism signals, enhanced money laundering coverage, and a streamlined alert processing interface. Additionally, DDF facilitates decision-making by providing a structured workflow for analysis and investigation.

CAE also utilizes the global open network for anti-money laundering (GOAML) software to report suspicious transactions to regulatory authorities. This system enables CAE to create and submit standardized suspicious transaction reports to the Financial Intelligence Unit (FIU), ensuring compliance with local and international regulations. GOAML enhances CAE’s ability to exchange information with other financial institutions and law enforcement agencies, strengthening its efforts to identify and prevent money laundering and terrorist financing activities. CAE’s anti-money laundering and counter-terrorist policy reflects the Bank’s commitment to adhering to anti-money laundering regulations and combating the financing of terrorism. The policy provides a clear framework for the following aspects:

Customer Due Diligence

Customer due diligence entails verifying customer identities, assessing their financial activities, and closely monitoring transactions to detect suspicious behaviors.

01

Transaction Monitoring

Transaction monitoring is conducted using automated systems equipped with specific scenarios designed to analyze large volumes of data and flag unusual transactions or patterns indicative of money laundering activities.

02

Risk Assessment

CAE’s risk assessment involves regular evaluations of the Bank’s products, services, and customer base to identify and address money laundering risks effectively. This includes the implementation of appropriate controls and measures to mitigate the identified risks.

03

Ongoing Staff Training

CAE provides ongoing training for its staff to ensure they remain up to date with the latest regulations, risks, and best practices associated with anti-money laundering efforts. These initiatives aim to equip employees with the necessary knowledge and skills to identify and report suspicious transactions, ensuring compliance with relevant laws and regulations.

04

ANTI-CORRUPTION

CAE has implemented several procedures to ensure anti-corruption measures are effectively enforced, including the anti-corruption measures policy, the countering corruption strategy, its Code of Conduct, and whistleblowing procedures. These frameworks provide clear guidelines and protocols for identifying, reporting, and addressing instances of corruption in the Bank.

To detect anti-corruption activities, CAE has established robust compliance programs aligned with international best practices.



THE BANK RENEWED
THE **ISO 37001:2016**
CERTIFICATION IN
ANTI-BRIBERY
MANAGEMENT.



Regular awareness sessions, such as compliance full-day training, e-learning courses, and “1 minute” instruction emails from the Head of Compliance, ensure that employees remain alert and informed about anti-corruption measures. Internal and external awareness initiatives, such as confidentiality protocols, further contribute to fostering a culture of integrity and accountability at CAE.

COURSE	Type	Completion Percentage
<i>Fight Against Corruption</i>	E-learning	99.2%
<i>Fight Against Corruption: Exposed Persons</i>	E-learning	100%
<i>Conflict of Interest</i>	E-learning	99%
<i>Market Abuse Awareness: General Training</i>	E-learning	98%
<i>Market Abuse Awareness: Advanced Training</i>	E-learning	100%

The reporting of suspicious transactions is facilitated through various channels, including emails and the BKMS, enabling employees to report concerns promptly and securely.

CAE tracks and records incidents of corruption using internal databases and reports through the BKMS, ensuring transparency and accountability in addressing such issues. The Bank takes disciplinary action against employees involved in corruption-related activities, subject to legal review and sanction decisions made by the relevant committees.

FRAUD PREVENTION

CAE's fraud prevention and detection efforts are comprehensive and essential for safeguarding the Bank against fraudulent activities. The Bank's efforts encompass a wide range of tasks aimed at identifying, analyzing, and mitigating fraud risks effectively.

These include analyzing fraud alerts and preparing detailed reports outlining case descriptions, investigative findings, and recommended actions for review by the Fraud Prevention Head.

Additionally, CAE executes various anti-fraud controls regularly, ranging from monthly to annual assessments, to ensure ongoing vigilance against fraudulent activities. CAE actively communicates

any newly discovered fraud attempts or techniques to relevant stakeholders, fostering a culture of awareness and prevention across the organization.

To ensure timely reporting of fraud incidents in alignment with established procedures, different departments collaborate closely. In addition to detecting and investigating fraud incidents, CAE plays a proactive role in identifying emerging fraud risks through policy and procedure reviews with input from the Policy and Procedures Committee. CAE regularly reports fraud trends and incidents to the Fraud Committee, enabling informed decision-making and the development of robust anti-fraud strategies.

Moreover, the Compliance, Executive, and Audit Committees provide insights into the Bank's risk profile and contribute to the formulation of anti-fraud mitigation plans. CAE conducts regular awareness and training sessions for fraud representatives to ensure that employees are equipped with the necessary knowledge and skills to detect and prevent fraudulent activities effectively.

CUSTOMER RIGHTS PROTECTION

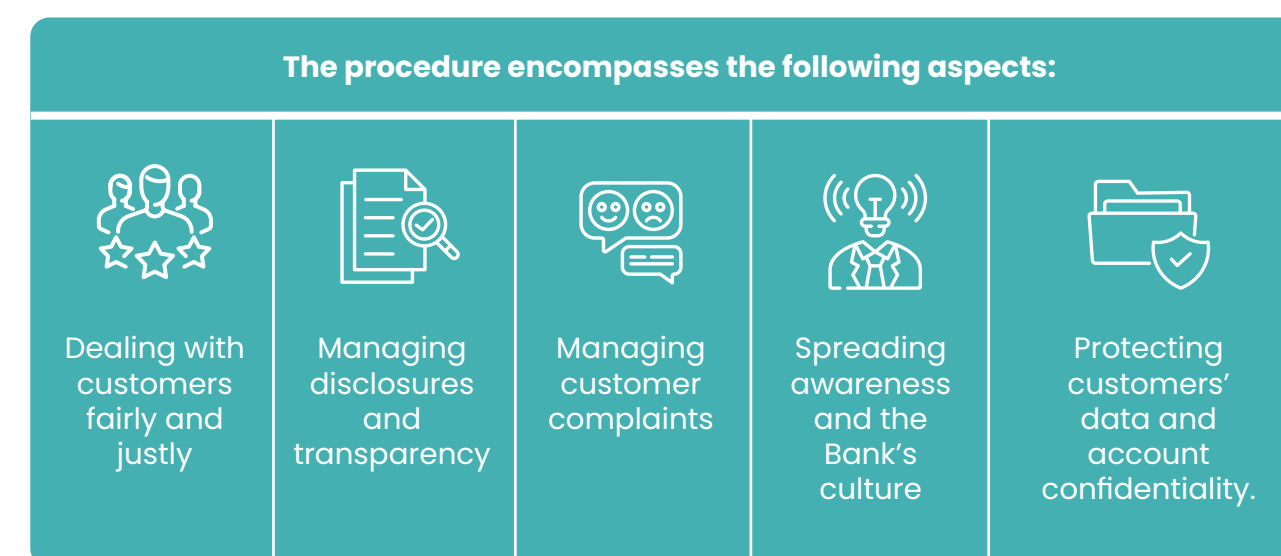
CAE places a strong emphasis on customer rights protection, guided by a dedicated committee overseeing this crucial aspect of banking operations. It established a customer rights protection procedure to ensure that customers receive fair and transparent treatment throughout their interactions with the Bank. This procedure includes several key elements aimed at safeguarding customers' interests and promoting clarity and accountability:

Clear Products and Services: CAE ensures that its staff, as well as employees of service providers and outsourced companies, fully understand the characteristics, conditions, and costs of the products and services offered.

This enables them to effectively explain these offers to customers and address any inquiries they may have.

Clear Terms and Conditions: The Bank ensures that the terms and conditions of its products and services are clear and comprehensible to all categories and segments of customers. This transparency helps customers make informed decisions and understand their rights and obligations. Fair Treatment by Service Providers:

When products or services are presented on behalf of the Bank by service providers or outsourced companies, customers must be treated fairly and transparently. CAE assumes full responsibility for any services provided and any harm or prejudice customers may experience. The customer rights protection procedure at CAE encompasses a comprehensive set of customer protection rules aimed at ensuring fairness, transparency, and the safeguarding of customers' interests in line with CBE regulations.



DATA PRIVACY AND SECURITY

CAE places importance on safeguarding the privacy and security of its customers’ data and adheres to stringent protocols and security measures to ensure the confidentiality and integrity of such information.

This commitment is evident in the Bank’s strict adherence to regulations governing data privacy, which includes treating all customer financial and personal data with utmost confidentiality.

Furthermore, CAE has established and maintains a secure environment to protect customer data, whether it resides in the Bank or is handled by third-party entities. Central to CAE’s approach is the non-disclosure of any customer information or account details without first verifying the identity of the requester through legal and administrative

procedures. This rigorous verification process ensures compliance with regulatory standards and safeguards customers’ sensitive information from unauthorized access, disclosure, alteration, or destruction.

CAE applies a series of robust policies and procedures to all its operations to ensure the protection of customer data and the confidentiality of accounts. The information classification and protection policy governs the categorization and safeguarding of data, ensuring that sensitive information is appropriately identified and protected against unauthorized access or disclosure.

Additionally, CAE is managing an upgrade to its data warehouse, which will serve as the main foundation for the future evolution of its data evolution.

Additionally, the confidentiality and inside information procedure outlines the steps and protocols for handling confidential data and inside information, emphasizing the importance of maintaining secrecy and preventing unauthorized disclosure. Furthermore, the Information Security Policy provides a comprehensive framework for safeguarding information technology systems and data assets from threats and vulnerabilities. This policy encompasses measures such as access controls, encryption, intrusion detection, and incident response protocols to mitigate risks and ensure the integrity and confidentiality of data across all IT infrastructure.

In the event of policy changes or data breaches, CAE is dedicated to promptly notifying data subjects, demonstrating transparency and accountability in its operations. Furthermore, CAE upholds a commitment to obtaining user data through lawful and transparent means, ensuring explicit consent is obtained from data subjects where required.

This approach underscores CAE’s respect for individual privacy and compliance with regulatory requirements. CAE is committed to collecting and processing user data solely for the stated purposes. This approach includes adhering to data minimization principles and ensuring that the Bank’s data handling practices align with its stated objectives. Additionally, CAE requires third parties with whom data is shared to comply with the Bank’s stringent data privacy policy.

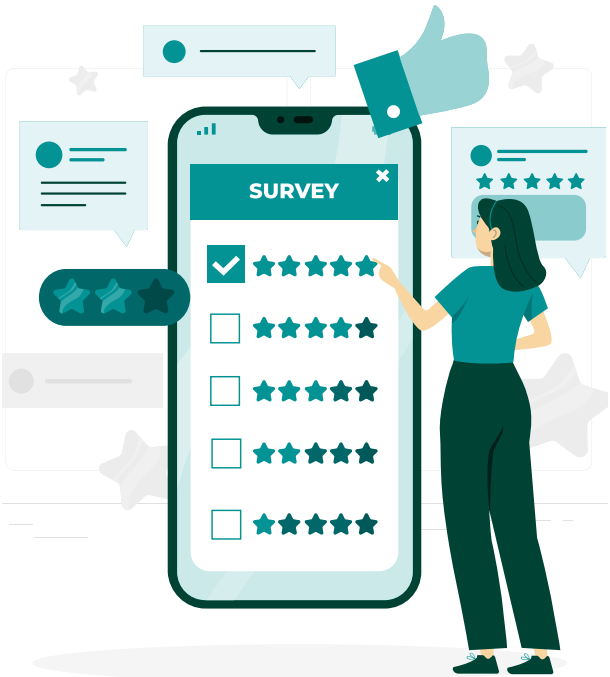
This ensures that user data remains protected and handled responsibly throughout its lifecycle, even when shared with external entities. Finally, CAE maintains clear and transparent terms regarding the collection, use, sharing, and retention of user data, including provisions for data transferred to third parties. These terms are designed to provide users with a comprehensive understanding of how their data is managed and safeguarded, promoting trust and confidence in CAE’s data handling practices.



CUSTOMER CENTRICITY

At the core of CAE’s approach is a commitment to customer centricity, where individuals and businesses are prioritized in all our actions. This is supported by the rapid advancement of the Bank’s digital transformation and the optimization and expansion of our network.

Our approach elevates the concept of proximity in financial services to unprecedented levels, ensuring that our customers have access to the support they need whenever and wherever they require it. Through this approach, we aim to create shared value for both our business and our customers as we strive toward common objectives.



CUSTOMER COMPLAINTS

At CAE, ensuring that customer complaints are consistently addressed and resolved is a top priority. With the launch of our new complaints management system on December 30, 2023, we took a significant stride toward enhancing customer satisfaction and loyalty.

This innovative system introduces several key features designed to streamline the complaint resolution process and foster stronger relationships with our valued customers.

One of the primary benefits of this system is its ability to facilitate faster resolutions. By establishing clear communication channels and implementing real-time tracking capabilities, our team can now collaborate more effectively with customers to address their complaints promptly and efficiently.

This streamlined process not only saves time but also demonstrates our unwavering commitment to prioritizing customer concerns. We anticipate that these upgrades will lead to improved satisfaction among our customers. By providing them with a more engaging and transparent experience when navigating issues, we aim to exceed their expectations and leave a lasting positive impression. We firmly believe that every interaction, even when addressing complaints, presents an opportunity to strengthen our relationship with customers.

Our customers' complaints are essential to detect the pain points annually, while feedback surveys are valuable for confirming our customers' satisfaction. The process of identifying and resolving key pain points involves several crucial steps.



- 01 Validate the pain points based on their definition.
- 02 The pain points are assigned to the responsible owners by the Operational Committee with valid and reviewed pain points to be regulated.
- 03 The owners are responsible for analyzing and solving the pain points by a set date.
- 04 Workshops are conducted by the owners to solve the pain points.
- 05 The status and updates on pain points are presented monthly to the Operational Committee and quarterly to the Development Committee by the owners for review.
- 06 The Operational Committee is responsible for prioritizing the list of pain points presented by the Customer Experience team and monitoring the effectiveness of the implemented solutions.
- 07 The Development Committee provides support, reviews the pain points, and makes decisions regarding the pain points presented by the owners.

CUSTOMER SATISFACTION

At CAE, we always aim to satisfy customers by taking into consideration their needs and improving our services and products according to their feedback and experiences with the Bank.

We aim to secure the top second position in CRI by 2025. Accordingly, our customer experience strategy aligns with our MTP and the Group’s approach. To achieve this, CAE implemented a new feedback management system to internally monitor customer satisfaction levels monthly, aiming to continually enhance the system to gather valuable feedback and insights to make data-driven decisions to enhance the overall customer experience.

Our new management system is represented by the CRI, combining three kinds of surveys to evaluate the Bank’s performance:



Net Promoter Score (NPS) surveys



Customer Efforts Surveys



Customer Satisfaction Surveys

Following each customer transaction, such as withdrawals, taking loans, or any other activity conducted by our customers, we promptly send out surveys to gather feedback. Survey responses are collected monthly and summarized in reports.

These reports allow us to identify specific issues, prioritize them based on their frequency and ease of resolution, and present tailored recommendations to the Development Committee, led by the managing director, for review and approval. Subsequently, the relevant departments develop action plans to tackle the identified issues. The effectiveness of the action plans is assessed by monitoring the outcomes of the plans, ensuring the continuous improvement of our customer service.

In the next phase, CAE plans to further refine the Bank’s feedback management capabilities by implementing a real-time system to measure customer feedback within one hour of completing a transaction. This will allow CAE to swiftly address any concerns or issues and make immediate improvements to its services.

CUSTOMER EXPERIENCE

CAE strives to ensure customer excellence and takes proactive measures to improve the customer experience through various touchpoints, including banki ATMs, banki Mobile, branches, digital channels, and quality assurance and user acceptance testing.

To encourage greater usage of digital channels, the Bank has introduced a stop inquiry feature in the banki Mobile system which redirects customer inquiries to the appropriate digital channels. Additionally, new services have been added to the CRM system to improve our digital services and facilitate seamless interactions between customers and the Bank, including:

Surveys, which enable the Bank to collect structured and quantitative data on customer satisfaction levels and identify areas for improvement.

Social media interactions, which allow the Bank to engage with customers and gain valuable insights into their needs and preferences, as well as identify issues and concerns in real time.

Complaints, which are actively monitored and addressed by the Bank’s customer service team to ensure timely resolution and customer satisfaction.

Mystery shopping, a technique that involves covertly assessing the Bank’s services and customer experience to gain an unbiased perspective and identify opportunities for improvement.

HUMAN RIGHTS PROTECTION

CAE demonstrated its commitment by aligning with the United Nations Global Compact (UNGC), a voluntary initiative promoting responsible corporate citizenship and sustainable development.

The Bank upholds the UNGC’s 10 universally accepted principles, encompassing human rights, labor, the environment, and anti-corruption.

Regarding human rights, CAE supports and respects internationally proclaimed human rights, avoids complicity in human rights abuse, and fosters a culture that supports human rights in the Bank. Additionally, CAE conducts assessments to identify and mitigate potential human rights impacts in its operations and supply chains, through engaging stakeholders in the process.



INTERNAL AUDIT

Internal Audit at CAE plays a key role in evaluating and improving the effectiveness of risk management, control, and governance processes. It operates independently per local and Group regulations to provide objective assurance and consulting services aimed to add value, improve the organization's operations, and mitigate risks. The Internal Audit Department's responsibilities encompass evaluating and improving the effectiveness of risk management, control, and governance processes across CAE, EHFC, and the CA foundations.

Through a series of KPIs, the Department regularly monitors and evaluates its performance and reports it regularly to the Audit Committee to assess its effectiveness in fulfilling its designed role.

The Internal Audit Department adopts an approach based on annual risk mapping that considers factors such as inherent risk, control risk, and available resources to determine the scope and frequency of internal audits. This approach allows for the prioritization of audit areas and functions that pose higher risks to the organization. Additionally, the Department stays proactive in identifying and addressing emerging risks through participation in Bank committees, monitoring regulatory updates, and receiving local and Group training on emerging risks. Auditing involves a systematic approach that encompasses stages such as announcement, planning, fieldwork, oral debriefing, reporting, answer processing, receiving replies from the auditees, adding final audit comments, and archiving.

Recommendations resulting from audits are tracked and monitored for implementation, with regular follow-ups conducted and reported to management and the Audit Committee

to ensure the effective mitigation of risks. Quality assurance is performed to ensure the audit process complies with local regulations, IIA international standards, internal audit procedures, and Group requirements, maintaining independence and objectivity throughout the audit process.

Collaboration with compliance and governance functions is integral to enhancing the Bank's overall performance, with coordination forums such as the Internal Control Committee facilitating communication and decision-making. Interactions with external auditors and regulatory bodies are managed transparently by CAE, which provides assistance to external auditors and coordination with the CBE for their audit assignments.

RISK MANAGEMENT.

CAE adopts a proactive risk management approach by preparing independent risk assessments for each request from its lines of business (LOBs). These assessments undergo validation based on counterparties' risk ratings, then final recommendations are made to the Chief Risk Officer and discussed at the weekly Risk Committee meeting, which is chaired by the managing director (Risk assumes the secretariat role, including drafting minutes). Per the delegation matrix, certain requests are also forwarded to the CA Group/IDB Deal flow team in Paris for final approval.

CAE's risk function collaborates with the compliance, legal, and credit control functions to ensure alignment with CBE regulations and CA Group standard operating procedures.

It regularly updates policies as necessary and conducts periodic reviews of the Bank's portfolio. In detecting early risk signals, the risk function plays a crucial

role in risk management while also addressing discrepancies and anomalies in lending files and past-due accounts. Coordination with relationship managers on problematic accounts is another aspect managed by the risk function.

In alignment with other lines of business, the risk function also annually defines the risk strategy and risk appetite under which the Bank operates, ensuring timely and effective risk management across its operations.

In line with CBE and Group requirements, it produces periodic regulatory reports (ICAAP, Recovery Plan, and COSO) assessing the robustness of the internal control framework in the Bank and the capacity of the Bank to continue to operate under adverse conditions based on different scenarios. Furthermore, CAE is taking steps toward integrating ESG-related risks into the Bank's risk management processes, including in its Risk strategy and appetite framework



RISKS	Risk Management
Environmental and Social Risks	CAE proactively integrates ESG principles into its interactions with corporate clients. This approach centers on implementing ESG criteria for borrowing clients, understanding potential ESG impacts, and devising effective mitigation strategies. To achieve this, CAE utilizes a comprehensive ESG questionnaire in the risk evaluation process that enables it to assess the level of ESG impact on borrowing clients and the effectiveness of its mitigation efforts (illustrated by the ESG rating in the credit request application).
Credit Risk	CAE approved a sustainable climate policy in January 2023, integrating ESG factors into its credit lending process. This aims to reduce portfolio risk and enhance performance by enabling corporate clients to anticipate ESG investment opportunities and mitigate climate change-related risks.
Market Risk	CAE emphasizes thorough analysis and assessment of market risk factors inherent to its operations. This proactive approach enables CAE to promptly identify risks and take corrective actions to reduce them to acceptable levels.
Operational Risk	Based on risk mapping, control mechanisms, awareness sessions, loss collection processes, and our alert system, operational risks are detected, managed, and monitored under seven sub-categories per Basel requirements: (i) internal fraud, (ii) external fraud, (iii) employment practices and workplace safety, (iv) clients, products and business practice, (v) damage to physical assets, (vi) business disruption and system failures, and (vii) execution, delivery, and process management.
Liquidity Risk	CAE demonstrates a robust and proactive approach to managing liquidity risks through a suite of comprehensive reports presented during monthly ALCO meetings. These reports include the liquidity coverage ratio, liquidity ratio, net stable funding ratio, short-term stress liquidity scenario, maturity ladder, and other metrics. Additionally, CAE establishes limits and thresholds for each liquidity measurement to maintain a prudent liquidity position and comply with Group and local regulatory requirements set by the CBE.
Financial Crime and Money Laundering Risks	CAE has comprehensive policies aligned with local regulations and Group directives to combat financial crime and avoid international sanctions. Through KYC files and risk classification, CAE establishes customer risk profiles and takes proportional measures to prevent money laundering and terrorist financing. Automated tools manage atypical transaction alerts from all customers.

RISKS	Risk Management
Reputational Risk	CAE employs robust policies and procedures to manage reputational risks effectively, including anti-corruption measures, policies, and strategies, a gift policy, and our Code of Conduct. Regular training, awareness sessions, and control implementation support these measures, which are overseen by the Head of Compliance to ensure ongoing communication and guidance on conflict of interest and anti-corruption issues.
Operational and Supplier Risks	CAE adopts a comprehensive approach to mitigate risks associated with essential services provided by external providers. The Bank identifies critical areas for service assessment and incorporates seven essential clauses into contracts based on Basel and Group directives. These clauses facilitate close monitoring of service quality, regular quality monitoring meetings, and the establishment of corrective action plans for unsatisfactory performance. Additionally, CAE evaluates the financial health and dependency of essential service providers, formulating exit strategies and contingency plans to ensure business continuity in the event of transitions or failures. Contingency plans and solutions are devised by the Bank's LOBs for critical service provider failures. The Outsourcing Essential Activities Committee regularly oversees service providers, maintains an updated list, and addresses anomalies in their performance or compliance with CAE's instructions, including business continuity planning (BCP) tests and financial health. Furthermore, CAE's Legal Department reviews all contracts to ensure regulatory compliance and stores original copies for record-keeping. These meticulous processes effectively mitigate various risks, including regulatory non-compliance, financial failure of external service providers, BCP coverage and test management, concentration and economic dependencies, and abuse of dominant positions, ensuring the continuity and security of CAE's operations while safeguarding against disruptions caused by external service providers.

05

CRÉDIT AGRICOLE EGYPT BANKING SOLUTIONS

01
Retail
Banking

02
Financial
Inclusion

03
Remittances



04
MSMEs

05
Corporate
Banking

06
Sustainable
Finance
Efforts



RETAIL BANKING: BE A DIGITAL AND RELATIONAL BANK OF REFERENCE.

The Retail Division of CAE offers a wide range of financial products and services tailored to meet individual customer needs. These include various accounts, such as savings, current, and fixed deposit accounts, each designed with distinct features to suit different financial goals.

CAE offers a selection of credit cards with diverse benefits and reward programs. Customers can choose the credit card that best aligns with their spending habits and personal preferences. Additionally, CAE provides insurance products, such as life and property insurance, to guarantee the financial security of customers and their assets.

The Retail Division strives to provide exceptional customer service, with dedicated representatives assisting with inquiries and account management. Moreover, our financial advisory services help customers make informed decisions about their goals, investments, and wealth management.

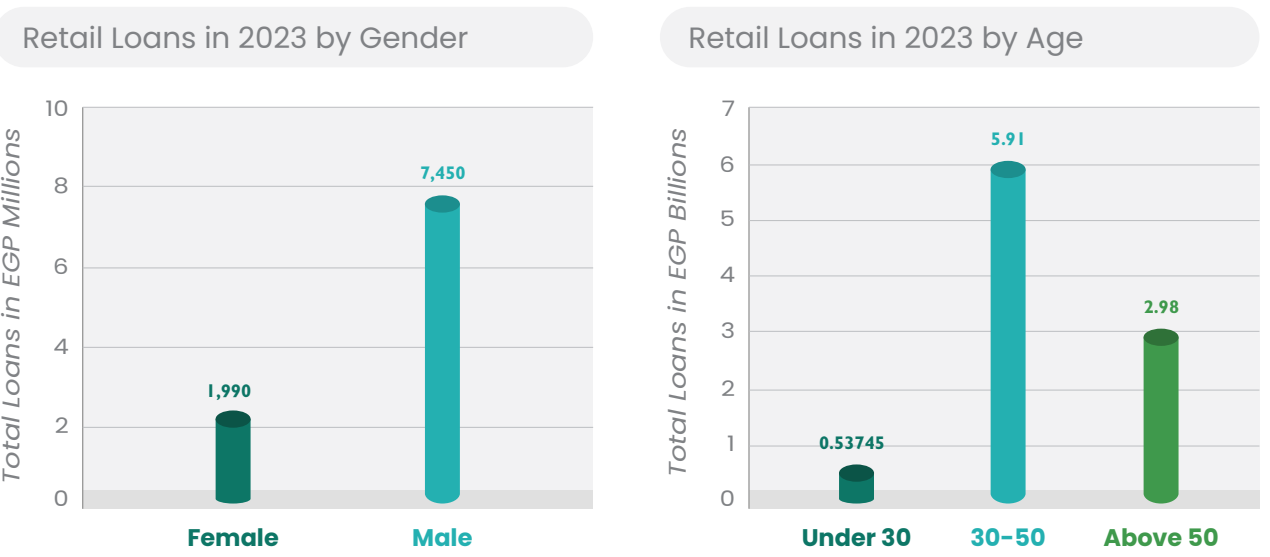


RETAIL LOANS

CAE offers consumer loans for personal expenses and mortgage products with competitive rates and flexible terms in line with CBE initiatives to support customers and enhance their life conditions.

In 2023, CAE extended retail loans totaling EGP 9.43B to 46,177 clients, reflecting a notable 9.7% increase in the amount lent compared to the preceding year. Female borrowers accounted for 21.1% of the total loan volume, receiving EGP 1,990M, while male borrowers constituted the majority of the Bank’s loan volume at 78.9%, receiving EGP 7,450M. It is noted that CAE has dedicated about EGP 204M of its retail loan volume to its staff.

The loan distribution by age reflects the tailored financial support provided by the Bank across life stages. Borrowers under 30 secured EGP 537.45M constituting 5.7% of the total loan. The group aged 30–50 secured EGP 5,910M, representing a significant 62.7% of the total loan. Individuals above 50 obtained EGP 2,980M and represent a substantial 31.6% of the total loan volume.



Our retail loans are tailored to meet the economic needs of the regions reported in the table below.

RETAIL LOANS BY REGION	2023 Total Loan Value in EGP Millions
Greater Cairo	6092
Delta & Canal	1421
Alexandria	1023
Upper Egypt	896



CAE launched its 1st Green Finance Program— the Solar Loan.

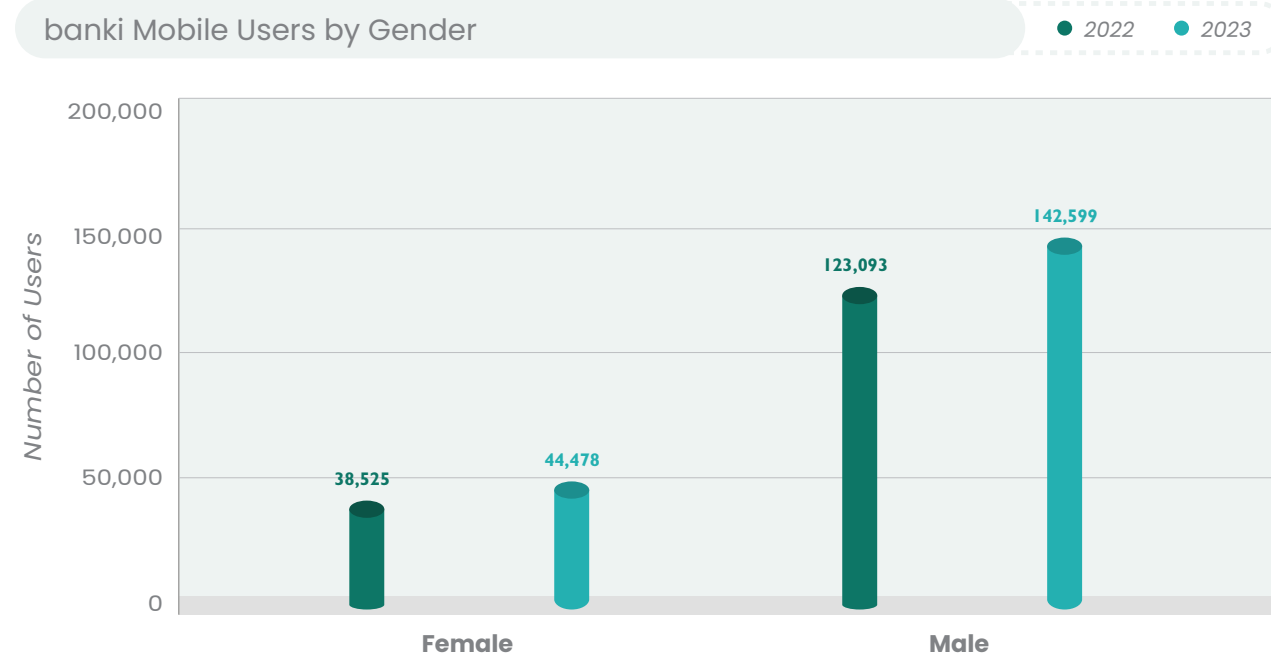
The solar loan aims at enabling individuals in Egypt who are pursuing renewable energy and green projects, by providing an attractive rate in the market and compelling program features that makes clean solar energy products more accessible. This program aligns with our commitment to elevate green financing in Egypt as our goal is to enhance our efforts in promoting sustainable energy solutions.

RETAIL DIGITAL CHANNELS

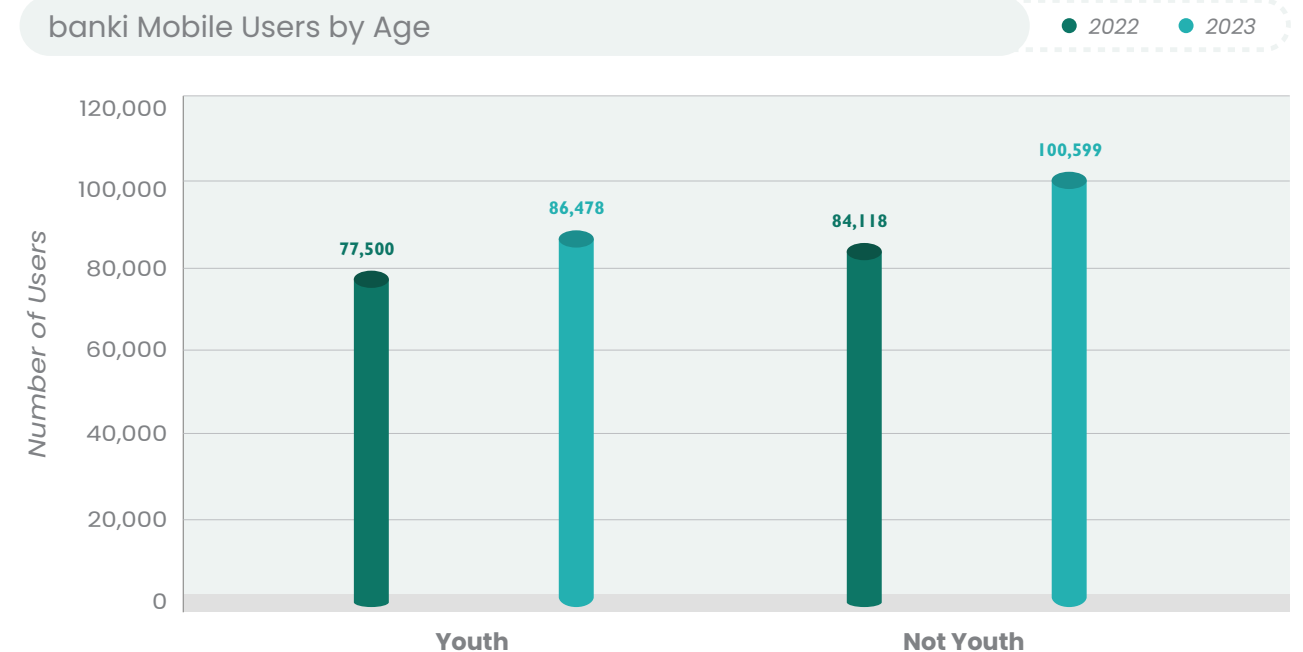
In an era where convenience and accessibility are paramount, digital platforms serve as key elements to enhance customer experience and service delivery. In 2023, banki Mobile experienced a significant 41% growth in its customer base, reaching 127,000 active users.

Similarly, banki online saw a notable 15% increase, bringing its customer base to 220,151. This shift in customer preferences toward mobile and online banking is prevalent across all genders and ages.

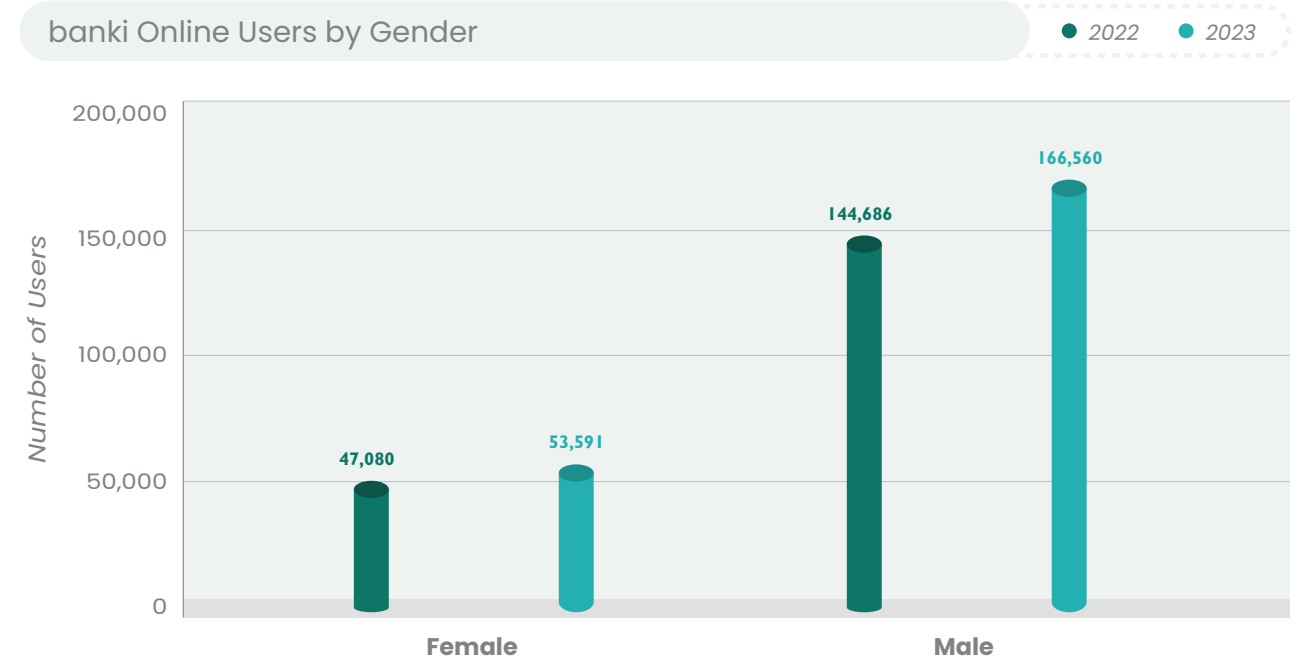
banki Mobile Users by Gender



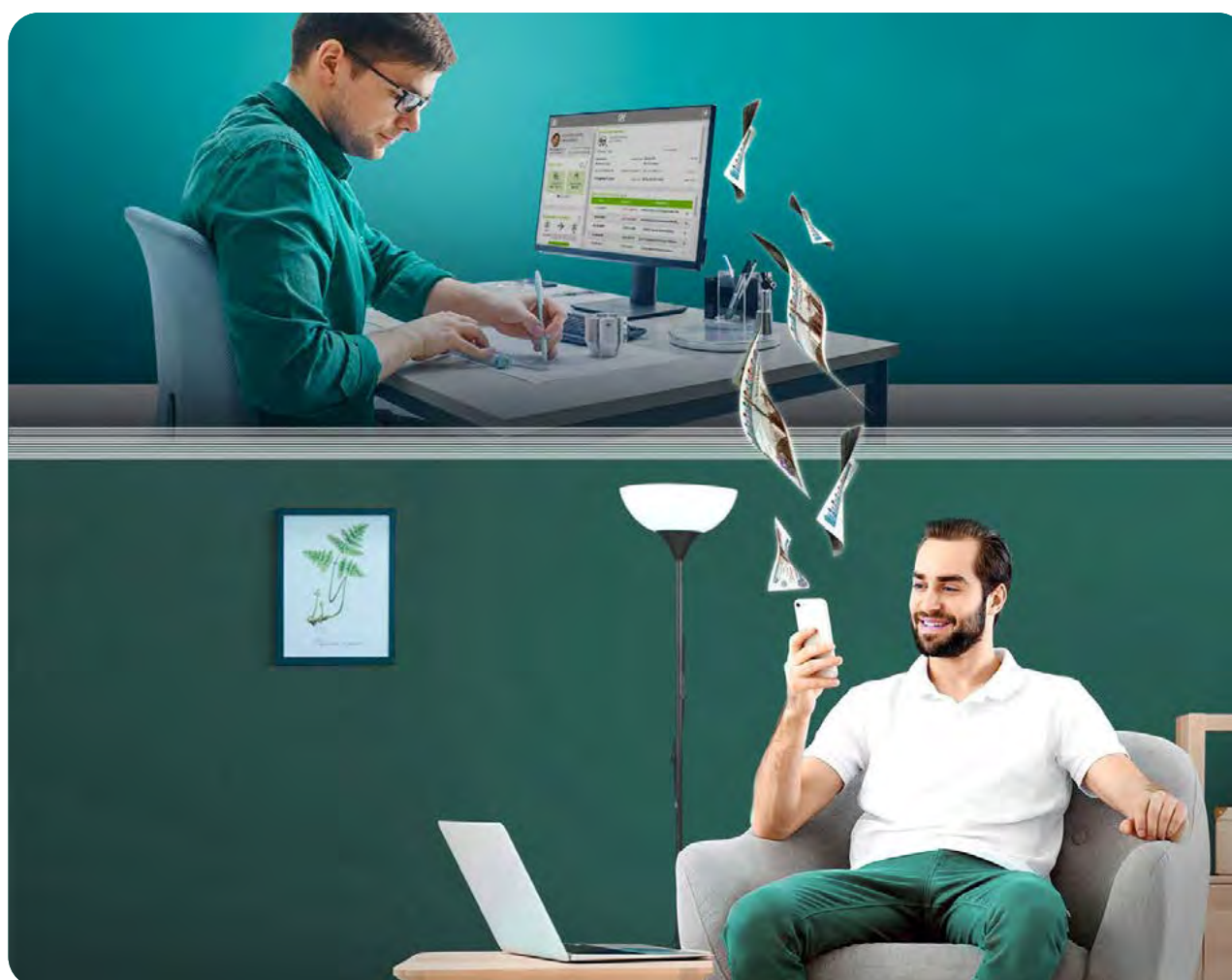
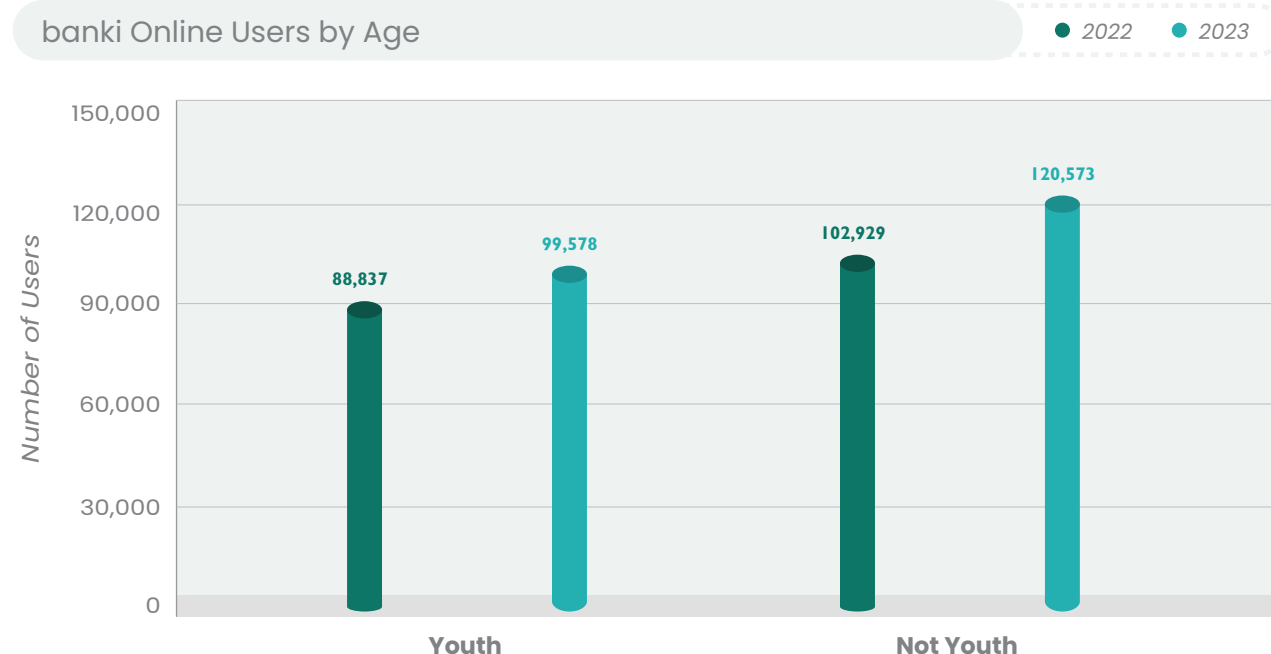
banki Mobile Users by Age



banki Online Users by Gender



banki Online Users by Age



FINANCIAL INCLUSION: EMPOWERING **THROUGH** **INCLUSIVE FINANCIAL** **SOLUTIONS.**

In line with the Central Bank of Egypt's strategic vision, CAE's approach to fostering financial inclusion encompasses several key initiatives. We aim to expand our reach into remote areas to ensure accessibility to financial services.

Additionally, we are committed to enhancing our existing products, broadening the spectrum of financial services, and tailoring them to meet the specific needs of financially excluded segments, including women and the youth. Our products include mobile wallets and prepaid cards to facilitate convenient transactions. Moreover, we are dedicated to supporting entrepreneurs and financing innovative projects. CAE regularly oversees the progress of its financial inclusion projects and implements corrective measures as necessary to ensure their alignment with the Bank's objectives. It also reports its accomplishments to the CBE.

FINANCIAL INCLUSION TRAINING

CAE's staff members have undergone comprehensive financial inclusion training, including participating in a four-day Financial Inclusion Workshop organized by the Federation of Egyptian Banks.

Additionally, 1,496 of our employees have completed financial inclusion e-learning training provided by the Egyptian Banking Institute (EBI) in collaboration with the CBE Financial Inclusion team.

Aiming to provide high-quality services for people with disabilities, CAE's Learning and Development Department provides sign language training to front-line employees.

FINANCIAL INCLUSION INITIATIVES

CAE actively engages in CBE's Financial Inclusion events, including International Women's Day, Arab Financial Inclusion Day, International Youth Day, Farmer's Day, World Savings Day, and International Day for Persons with Disabilities. Participation involves on-ground activations for commercial activities and financial literacy awareness sessions. The Bank prioritizes promoting financial literacy among young individuals aged 18 to 22, including summer interns and university students across Egypt. This is achieved through informative sessions on various topics, including tips for saving and spending wisely, and an introduction to CAE's banking products and digital services.



FINYOLOGY

During the 2023 Seamless North Africa conference, our financial inclusion manager, received a Certificate of Appreciation from H.E. Mr. Hassan Abdallah, Governor of the CBE. This recognition celebrated CAE’s participation in FinYology (FinTech for Youth), a joint initiative by the CBE and the Egyptian Banking Institute to stimulate innovation among university students.

Financial Inclusion Dedicated Processes and Services

Dedicated Processes

Economic Micro-Activities Plus (Simplified KYC)

Dedicated to self-employed individuals and micro-enterprises with a permanent work location.

Economic Micro-Activities (Simplified KYC)

Tailored for self-employed individuals, craftsmen, and micro-enterprises with an economic micro-activity without a permanent work location.

Natural Individual (Simplified KYC)

In 2023, there was a notable 47.1% surge in the Natural Individual–Simplified KYC accounts targeting unbanked individuals, reaching 175 accounts.

This reflects our proactive strategy to tackle financial exclusion by extending vital banking services to previously underserved communities.

Services

My First Package

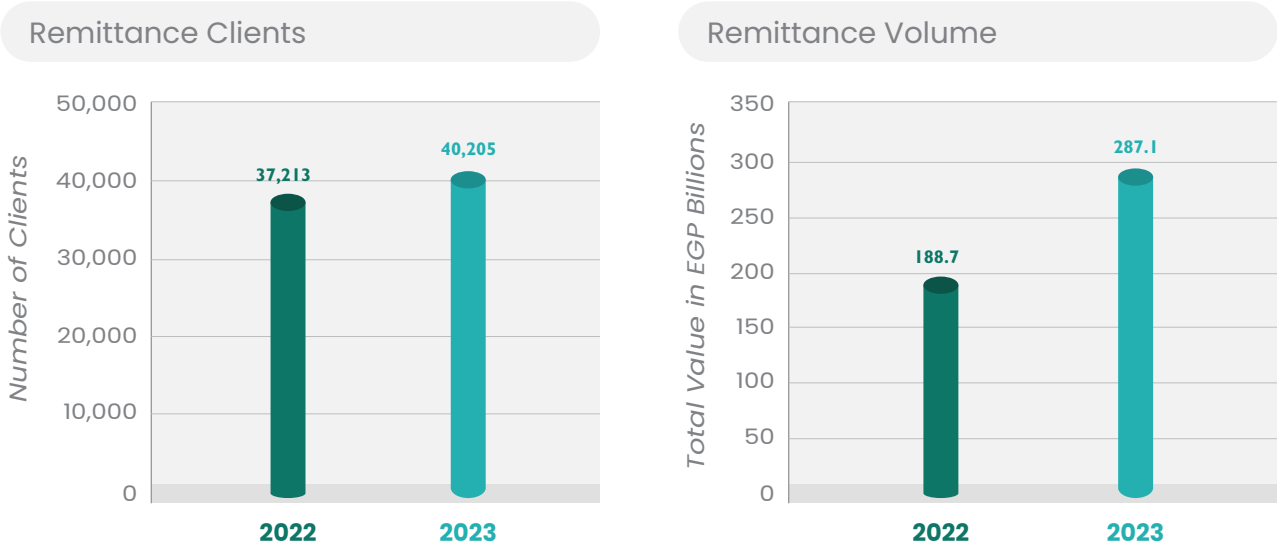
This account is tailored for individuals aged 16 to 26. By the end of 2023, the total number of My First accounts reached 12,263, showcasing a remarkable 28.6% increase compared to 2022.

Sawa Package

This bundle of products and services addresses the requirements of people with disabilities. It was utilized by four individuals in 2023.

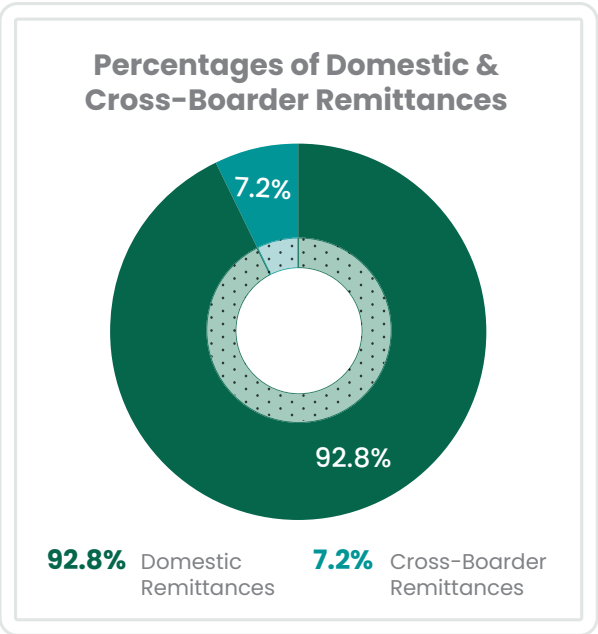
REMITTANCES: FACILITATING CONNECTIVITY THROUGH SEAMLESS TRANSACTIONS.

Crédit Agricole Egypt’s continued expansion of its client base and volume of remittances shows its commitment to delivering reliable and efficient financial services. In 2023, CAE’s remittance clientele reached 40,205 with a total volume of EGP 287.1B, representing 8.04% and 52.15% increases from the preceding year, respectively.



Most of our remittance clients, accounting for 92.8%, engaged in domestic transactions, while cross-border remittances accounted for 7.2% of clients.

Remittance transactions are considered a tool for financial inclusion as they enable the government and the CBE to monitor the movement of funds between companies and individuals.



REMITTANCE DIGITAL SERVICES

Crédit Agricole Egypt offers a range of digital channels to provide convenient, efficient, and secure platforms for individuals and corporations to conduct remittance transactions.

These channels include online banking, mobile banking, the banki wallet, and a business-to-business (B2B) service. Notably, 64.8% of clients who engaged in domestic remittances utilized digital channels, reflecting a preference for digital banking solutions.

However, the adoption of digital channels for cross-border remittances remains low, with only 0.33% of clients utilizing such platforms for international transactions. To address clients’ reluctance to use

digital channels due to their limited knowledge and awareness of our digital services, CAE encourages customers to minimize cash transactions and use remittance digital services as a safe and fast alternative. Additionally, the Bank waives commissions and charges for local currency transfers processed through digital channels for individual customers, further incentivizing the adoption of digital banking solutions.

CAE continuously develops its digital channels through ongoing technical improvements to enhance the customer experience. As a result, the Bank’s mobile banking application has been recognized as one of the best in Egypt, winning 5 awards in 2023.



MSMES: EXTENDING SUPPORT **FOR SMALL BUSINESSES.**

CAE provides services to meet the specific needs of micro, small, and medium-sized enterprises (MSMEs), contributing to their growth and success. This includes credit facilities, financial advice, a special program designed to finance doctors, treasury, and cash management services. The latter include foreign exchange and trade finance activities, credit encompassing letters of credit (LCs), guarantees, and import documentary credits (IDCs). Strong relationships with MSME clients are forged through ongoing support to ensure their financial needs are met and issues are resolved effectively.

The Bank helps MSMEs manage risks and safeguard against fraud and security threats through the Compliance policies and procedures. Additionally, they are given access to online courses on the latest threats and fraud cases to enhance their ability to detect and prevent issues.

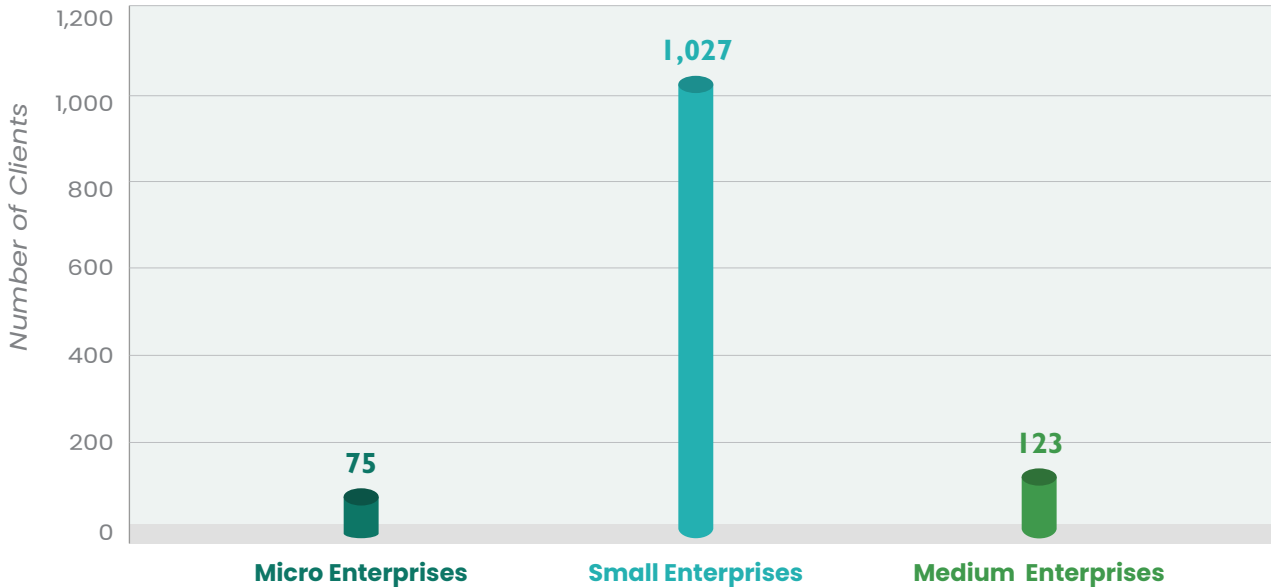
CAE conducts quarterly portfolio reviews to analyze a diverse selection of cases in terms of activity, facility amount, and company size to ensure a thorough understanding of the current risk landscape.

Assessing the creditworthiness of MSME clients is integral for determining their eligibility for finance and identifying opportunities to cross-sell additional banking products and services, such as payroll and credit facilities, for MSME shareholders and other key persons.

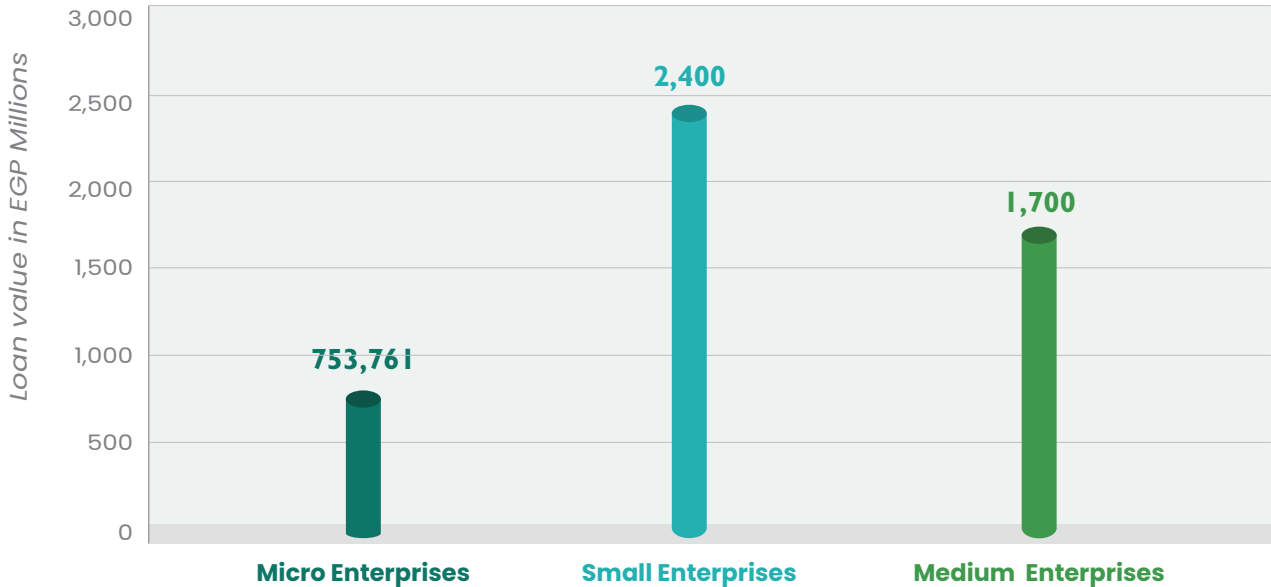
MSME LOANS

CAE abides by the CBE's initiative to increase the share of lending toward MSMEs. Additionally, the Bank developed financing solutions for Microfinance institutions. In 2023, MSME portfolio under CBE initiative witnessed a notable surge in clientele base and loan volumes, marking significant growth rate equal to 155% and 91%, respectively. MSME maintained a diversified portfolio, which has mitigated risks and ensured steady growth across all segments.

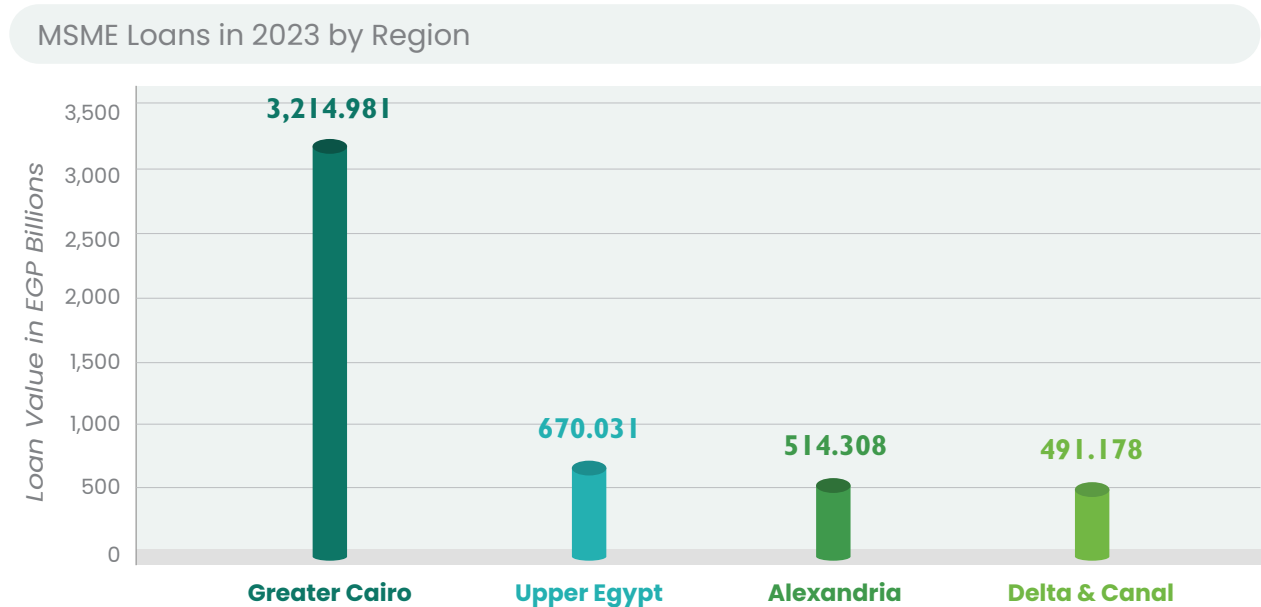
MSME Clients in 2023



MSME Loan Value in 2023



Our MSME loans are distributed across various regions to foster widespread local development:



CAE has continued to provide strong support to the health sector through a program called the SME Doctors loan, which aims to facilitate the purchase of medical equipment and consumables for establishments such as clinics, medical labs, and x-ray centers.

MSME DIGITAL CHANNELS

Digital transformation is a cornerstone of CAE's approach to MSME banking and enhancing the customer experience. Online banking empowers MSMEs to conveniently and efficiently manage their daily operations by streamlining processes and reducing the need for branch visits. Through e-commerce platforms, the Bank enables MSMEs to expand their reach and sell their products and services.

MSME DIGITAL WORKFLOW

CAE has embraced flexibility and adaptability amid global changes by remaining open to novel ideas and swiftly adjusting its strategies and operations.

In September 2023, CAE delivered the pilot phase of an automated workflow system designed to streamline lending processes, reducing paperwork and minimizing approval time while maintaining service quality.

MSME FORWARD LOOK

The Bank's primary focus for MSMEs in 2024 revolves around enhancing workflow efficiency and reducing the time to approve loans and disburse funds while upholding high-quality standards. The Bank is keen on introducing new products and services that address evolving market demands. This includes Agri-financing, which has started as a project mode in the 4th quarter of 2023 as the Bank may start financing the agriculture sector in 2024.

CORPORATE BANKING: INCREASING **EXPERTISE** **AND RELATIONAL** **EXCELLENCE.**

Crédit Agricole Egypt's Corporate banking medium-term plan 2023-2025 main objective is to 'Make the difference by increasing expertise and relational excellence' with a strong focus on Maintaining our leadership position for MNC's and better serve local Corporates, reinforce our product expertise and offering, and become a reference bank for energy transition and sustainable finance.

The Corporate division is aiming to grow the client base with a diversified approach for different client segments and different geographical areas to support the overall economy and to provide a comprehensive tailor made financial solution to clients, catering to their needs.

This includes conventional financing services for working capital requirements, capital expenditures, medium-term loans, and trade finance, as well as project and sustainable finance, syndicated loans, and capital market products.

Leveraging on the strong expertise of the group the Bank also provides with the collaboration of the group more sophisticated products such as debt advisory, equity advisory, acquisition finance solutions, to support businesses in various aspects of their operations and growth.

Our core strengths lie in the ability to understand and cater to the unique financial requirements of our clients while promoting a range of financial services and products to support their operations.

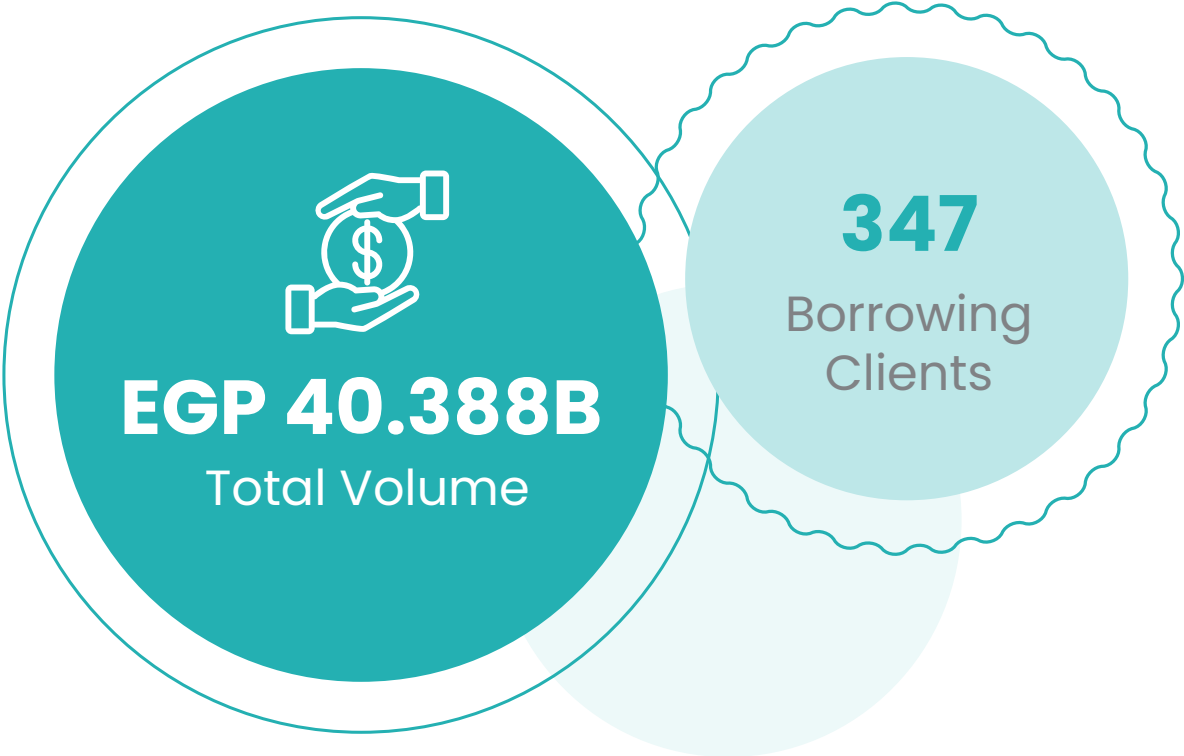
The Bank leverages on internal synergies among different departments and products, particularly in payroll services, private banking, digital and capital market products to ensure that clients benefit from a seamless integration of services that enhances their overall banking experience.

In addition to all financial services mentioned above, the Bank also offers digital services to its corporate clients, these services typically include a wide range of value-added solutions such as:

- Online Corporate Banking: Providing an interactive online platform for clients to submit their requests electronically.
- Cash Management: Offering efficient cash flow management solutions, including cash pooling, liquidity management, secure payment and collection processes.
- Trade Finance Services: Facilitating international trade transactions through services such as letters of credit, bank guarantees, and documentary collections.

CORPORATE BANKING HIGHLIGHTS

During the reporting period, the Bank experienced a significant increase in corporate lending portfolio directed towards Multinationals, Large corporates and MIDCAPS with total lending volume reaching EGP 40.388B, remarkable increase in Net Banking Income reached 119% over 2022 and a steady growth in the borrowing customer base to reach around 347 borrowing clients.



DIVERSITY IN CORPORATE BANKING PORTFOLIO

CAE's corporate lending portfolio has shown a steady increase in volumes and number of clients with a decent diversification on different clients' segment (Multinationals, Large Corporates and MIDCAP) in addition to diversified business sectors

This substantial increase demonstrates the Bank's efforts to expand its corporate client base and establish long-term relationships with a larger number of businesses. CAE continues to prioritize providing tailored financial solutions and services to its corporate clients.

The steady growth in the number of clients in the lending portfolio displays the Bank's ability to attract and retain business customers, positioning itself as

a trusted partner for corporate financing needs. Through its comprehensive range of products, CAE aims to support businesses in achieving their growth objectives and contributing to the development of the Egyptian economy.

CAE maintained a strong presence in both public and private sector financing. The consistent growth in lending volumes to both sectors reflects the Bank's ability to meet the diverse financing needs of businesses, whether they are public entities or private enterprises.

By supporting the public sector's financial objectives and facilitating the growth of the private sector, the Bank contributes to the overall economic development of Egypt.

CORPORATE BANKING ESG ACTIVITIES

CAE's corporate division demonstrates its commitment to sustainability by working on developing sustainable finance solutions, through establishing a specific unit for sustainable finance with a dedicated team with an objective of:

- Providing awareness, support and solutions towards energy transition to all our customers.
- Developing expertise and leadership in arranging Green /blue financing for renewable energy.
- Developing Green financing for Small/Mid cap clients whether independently or together with Multilaterals.

In order to achieve our objective, we have identified four main work stream:

01 Net Zero Sectorial Commitments: Decarbonization Strategy

CAE with the support of the group is developing a net zero strategy to facilitate the transition of our customers towards carbon neutrality by 2050. The strategy aims to decarbonize our financing and investment portfolios in the most emissions-intensive sectors.

02 Products and Partnerships

Our sustainability approach rests on the fundamental importance of sustainable finance. CAE's specialized team strives to create new ESG products that supports customers in achieving their environmental and social objectives.

By leveraging its expertise and resources, CAE is working on developing tailored green financing products and services that meet the unique needs of its customers, such as loans for renewable energy projects, green finance and sustainability linked loans.

Moreover, the Bank is working on making collaborations with the external partners, such as environmental consultants, sustainability experts, and other financial institutions, to create a comprehensive and integrated ecosystem that supports customers throughout the entire project cycle.

Partnership with Large Institutions and Service Providers

CAE is working on enhancing its sustainability strategy by forming strategic partnerships with service providers, Renewable Energy Engineering, Procurement and Construction (EPC) contractors, investors, financing institutions, and ESG consultants.

By collaborating with these partners, CAE would gain access to their expertise,

networks, and resources, and help the bank to develop innovative and impactful solutions that support its customers' environmental and social objectives. Also, CAE will provide subsidized programs in cooperation with Multilaterals to support its customers in implementing sustainable projects with a reduced cost that makes sustainable projects more financially viable.

03 ESG Corporate Training

Various sustainability trainings and workshops were conducted in 2023. In addition, the plan involves expanding the corporate team and enhancing its expertise through diversified training programs to ensure comprehensive employee development in ESG integration.

04 Tools and Procedures

CAE issued a comprehensive high level green finance policy and implemented an ESG questionnaire to assess the ESG risks in lending operations.

Financial Institutions Department

The Financial Institutions Department manages a diversified portfolio of over 150 clients across various sectors. It offers a comprehensive package of financial services, including investment solutions, cash management, capital markets and custody. These services are essential for managing day-to-day clients' liquidity.

Its client base includes Investment banks, private equity firms, insurance companies and other Non-Banks Financial Institutions (NBFIs) such as leasing, mortgage, and consumer finance, as well as governmental entities. Besides that, the Department is responsible for structuring and granting credit facilities to NBFIs clients, ensuring the portfolio aligns with CAE's risk strategy.

Additionally, the Department plays an instrumental role in supporting other business lines' growth within the Bank through developing strong relationship and partnership with both local and international institutions and authorities.



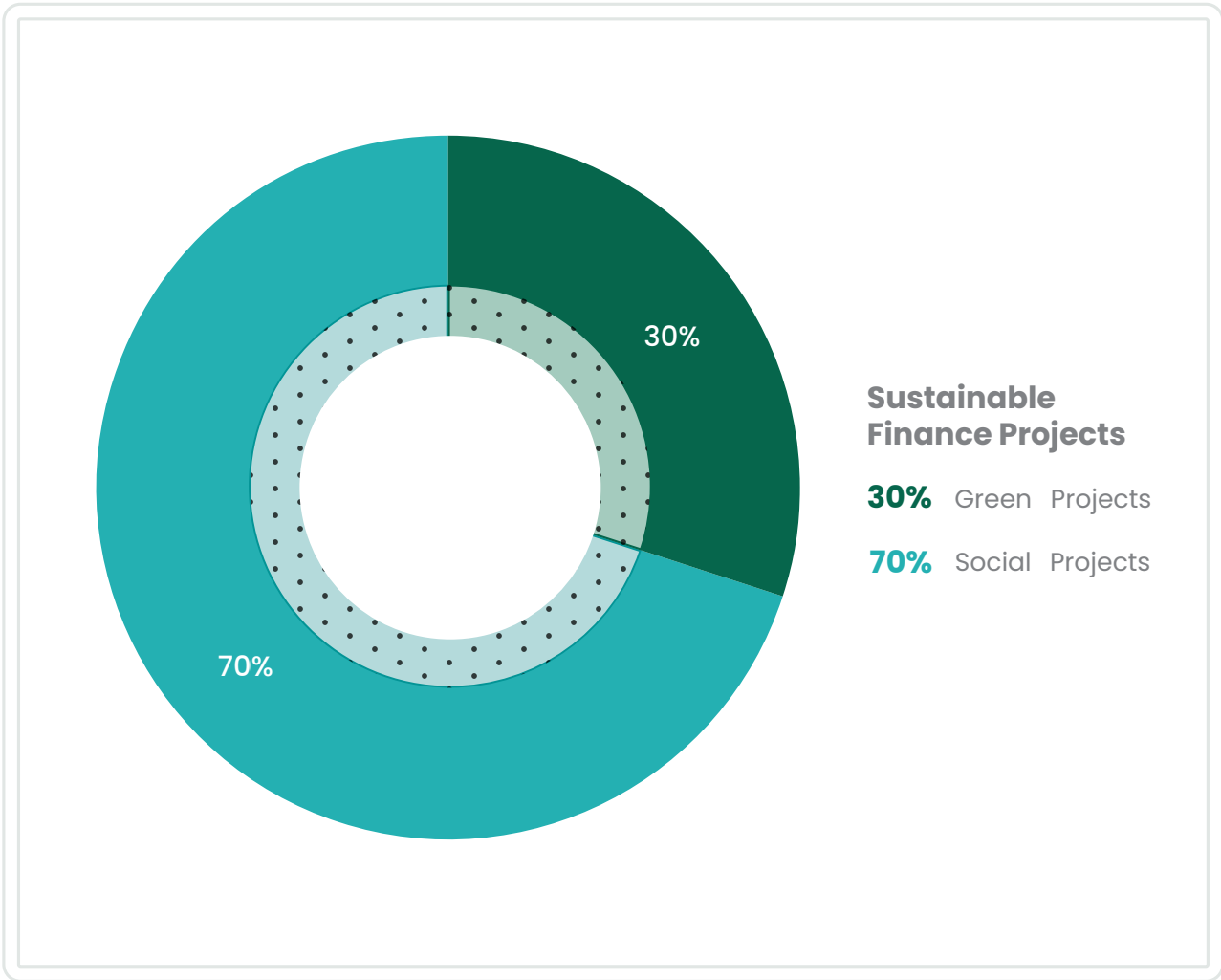


SUSTAINABLE FINANCE EFFORTS.

GREEN AND SOCIAL PROJECTS

In alignment with our MTP 2025, CAE is committed to becoming a leading institution in energy transition and sustainable finance.

As part of our green initiatives, CAE financed three projects, consisting of two renewable energy projects focused on establishing and operating solar energy stations using photovoltaic cell technology for electricity generation, and one water desalination project aimed at establishing and operating plants to expand drinking water sources, provide a permanent water source during drought seasons, and benefit from water movement.



SUSTAINABLE CLIMATE POLICY

The Sustainable Climate Policy, a chapter in CAE’s Credit Policy Manual, outlines our commitment to reducing CO2 emissions and transitioning to low-impact practices.

The Policy aligns with CA Group’s net zero trajectory for emissions reduction across sectors, Paris agreement, and UN SDGs, while also considering Egypt’s targets outlined in national policies and strategies. As per the Policy, CAE aims to proceed with the following, among others:

- **Targeting key sectors that are responsible for 75% of global GHG emissions.**
- **Expanding financing for ESG projects, including energy efficiency improvements, renewable energy (green hydrogen, solar, wind, etc.), and green/blue infrastructure (e.g., wastewater and desalination projects).**

06

SUSTAINABLE- DRIVEN FINANCIAL EXCELLENCE



01

Financial
Highlights



FINANCIAL HIGHLIGHTS.

CAE’s strong foundations ensure resilience against macroeconomic fluctuations and that the Bank can meet its obligations to clients and communities and generate sustainable returns for shareholders, all while maintaining a strong capital base.

The following figures provide a snapshot of our financial performance in 2023:



EGP 8.87B
Revenue



EGP 14.49B
Equity



EGP 1.43B
Dividends



EGP 18.1B
Community Investments



EGP 2.13B
Operating Costs

The operating costs includes:

Employee wages and benefits, including salaries, social insurance, training expenses, and other benefits, totaling **EGP 1.03B**

Other administrative costs totaling **EGP 1.1B**

EGP 106.18B
Total Assets

42.1%
Return on Equity (ROE)

EGP 3.7
Earnings Per Share (EPS)

EGP 8.66M
Dividend Income



07

ENSURING SEAMLESS ACCESSIBILITY

CRÉDIT AGRICOLE

01

Geographical
Expansion



02

Unlocking
Digital
Excellence



GEOGRAPHICAL EXPANSION **AND** **ACCESSIBILITY** **CONSIDERATIONS.**

ATMS

CAE's ATM distribution and expansion are influenced by client concentrations and the Central Bank of Egypt's financial inclusion initiatives. Hence, the Bank focuses on enhancing its presence in underserved areas to increase customer accessibility and convenience. The strategic partnership with Euronet enabled the Bank to cover tourist areas with ATMs to facilitate international transactions, aligning with the Bank's goal of expanding its customer reach.

CAE supports digital services and cash optimization by encouraging its customers to utilize self-service banking options, including ATMs and banki phone services. This strategy reduces reliance on traditional branch services and enhances the Bank's overall efficiency.

The Bank ensures equal access to banking services by providing additional support for people with disabilities. CAE implemented 25 ATMs to better assist visually impaired customers with talking ATM services and braille keypads.

BRANCHES

CAE's branches serve as vital nodes in fostering financial inclusion and ensuring accessibility to banking services for a diverse range of clients. The branches extend CAE's reach into industrial zones, aligning with the Bank's commitment to supporting SMEs.

Our branches comprise 64 normal branches and 19 banki stores. This distribution reflects Crédit Agricole Egypt's commitment to maintaining a balance between human interactions and digital services.

Banki stores incorporate digital greeters that assist and guide customers, especially those not yet registered, encouraging them to utilize smartphones or tablets to access remote banking services. This proactive approach enhances the customer experience and aligns with the Central Bank of Egypt's directives, driving forward digital transformation.



Crédit Agricole Egypt demonstrates its commitment to accessibility and inclusivity by surpassing the CBE requirement whereby 10% of the Bank's branch network must be equipped to serve customers with disabilities. Currently, 20 CAE branches, representing 24% of all our branches, are equipped to serve customers with disabilities.

To inform people with disabilities, signs are placed on these specially equipped branches and ATMs, and information regarding their location is accessible through the Bank's electronic channels. These branches include ramps, widened doorways, dedicated lounges, and screens with reader systems and large fonts for visually impaired customers. Additionally, the Bank provides a one-window service in all branches to offer services to people with disabilities.

Comprehensive measures have been implemented to enhance the experience of customers with disabilities. These include training customer service officers on sign language, providing braille-printed account opening forms, accepting stamps and fingerprints as alternatives to signing banking forms, and documenting banking transactions with audio or video. Moreover, CAE offers special card designs with prominent letters and numbers and allows cash withdrawal without delay.

Crédit Agricole Egypt is committed to environmental sustainability and upholding green building principles. This dedication is exemplified by our new head office and the Madinaty branch, which received a Leadership in Energy and Environmental Design (LEED) certification for its eco-friendly design and operations. CAE aims to have more of its branches certified. By integrating sustainability standards in its branch network expansion, CAE showcases its commitment to fostering growth while minimizing its environmental impact.

In 2023, the ATMs of Crédit Agricole Egypt experienced a notable growth of 32% compared to the previous year, reaching:

690 ATMs

with a significant presence in South Sinai, the Red Sea, and Cairo.

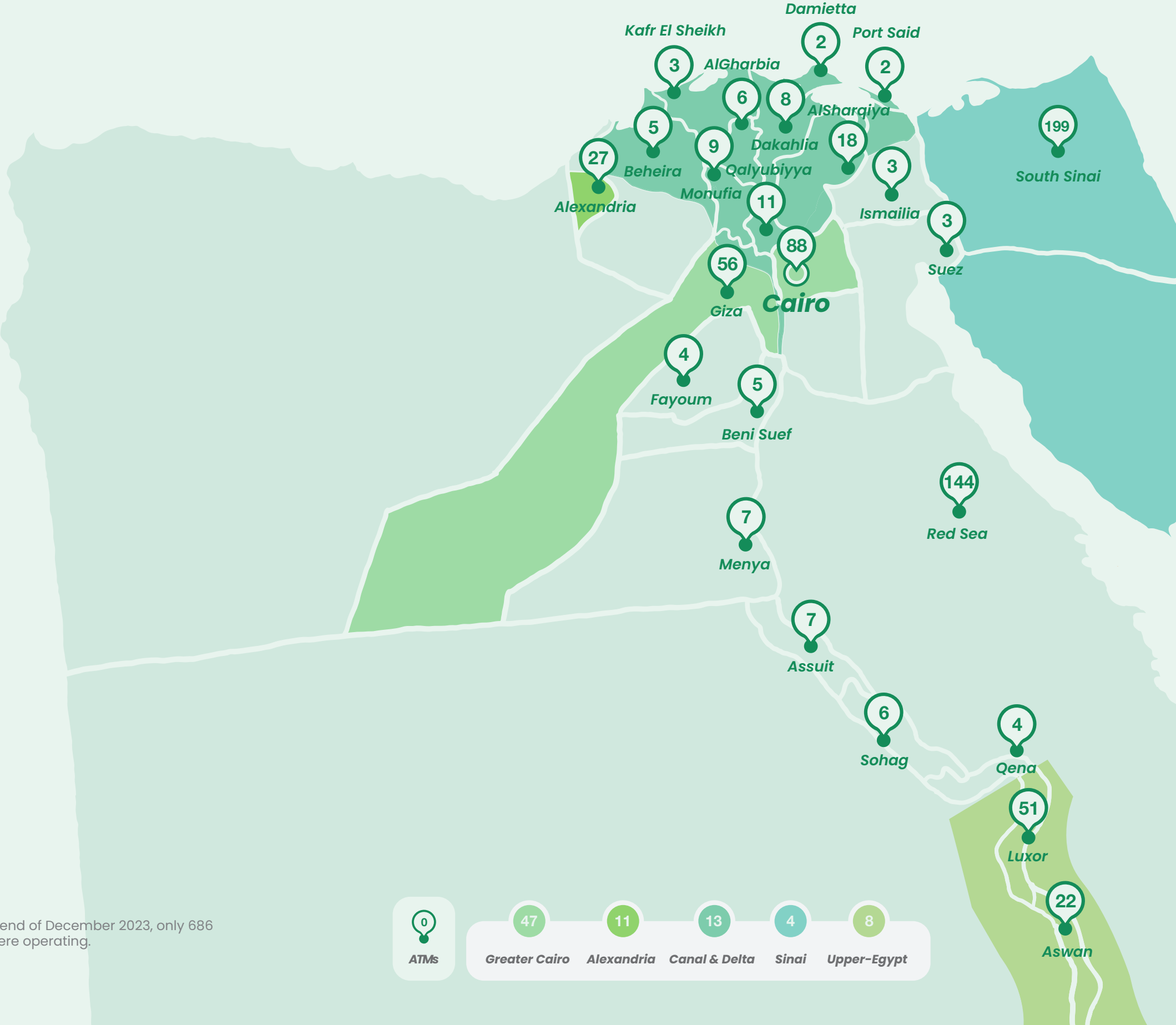
In 2023, Crédit Agricole Egypt’s network of branches comprised

83 Branches

strategically distributed across areas characterized by high population density and significant business potential.

Greater Cairo hosts **56.6% of CAE’s branches**, demonstrating our outstanding presence in this crucial region.

*By the end of December 2023, only 686 ATMs were operating.



UNLOCKING **DIGITAL EXCELLENCE.**

DIGITAL TRANSFORMATION

At CAE, we recognize the importance of digitalization in driving growth and profitability and are committed to providing advanced solutions for our customers' needs. Digitalization is not only about digitalized products for our customers but also about digitalizing our internal processes to ensure smooth operations.

The digital transformation at CAE involves innovative methodologies and strategies for continuous improvement. Particularly, CAE focuses on delivering added value to customers by analyzing internal processes using an end-to-end approach and considering all stakeholders as internal customers.

In addition to the usual budgetary constraints, our journey towards digital innovation presents challenges such as cybersecurity risks and resistance to change. The Bank is committed to navigating these complexities through strategic planning, aimed at safeguarding our operations against potential obstacles. To manage these risks effectively, our approach involves prioritizing areas in need of digital transformation with a focus on specific demand management governance.

This approach emphasizes adaptability and flexibility, allowing for effective change, and encourages the development of simple yet impactful solutions. In assessing our digital transformation journey, we evaluate how the Bank

adopts and implements digital processes to enhance operations, the customer experience, and business growth. This assessment includes monitoring changes and how they add value. KPIs play a crucial role in measuring the progress of our digital transformation, including customer-focused metrics, baseline figures for the target audience, return on investment (ROI), and organizational KPIs.

This comprehensive approach enables us to navigate our digital transformation journey effectively, ensuring continuous improvement and progress.

In 2023, we launched several digital initiatives to reduce our turnaround time (TAT) so that our customers' needs can be fulfilled promptly. We also aim to remain at the forefront of the market in terms of time-to-yes (TTY) for approval of our clients' requests. We established Risk Automation Project III to automate credit decisions with instant processing, enabling us to reduce our TAT by 50% from two days to same-day approval.

Another project, Retail Collection Automation and Transformation, was implemented to increase our efficiency and lower the TAT for our retail customers. Additionally, we reduced the workload of our team to maximize their efficiency and effectiveness, reducing complaints by 15%.

Building on our digital efforts, we proudly announce our New Commercial Tool (NCT).

The NCT aims to enhance and coordinate customer relationship management across multiple channels. It seeks to promote proactive management of commercial activities and improve the adaptation of offers to customer needs. By optimizing customer management and blending human and digital elements in the customer journey, we provide a seamless customer experience. The NCT is not just about managing customer relationships; it also redefines the norms and standards of business operations and management through new KPIs.

The benefits of this tool translate into more sales, higher commercial efficiency, deeper customer understanding, and lower attrition rates through targeted anti-attrition campaigns. Ultimately, the NCT will expand and enrich our customer base and set a new standard for customer relationship management in the digital era. We also launched the SME Template Lending Workflow project to facilitate the credit approval process for SME clients.

The project entails a dedicated end-to-end workflow that encompasses all stages of the process. The benefits of this workflow include the automation of iScore reports for both shareholders and companies. Through this project, we digitalize and generate approved facility limits (AFLs) and template lending program (TLP) documents.

The new system uploads scanned documents directly onto the CRM system, eliminating the need for shared folders and reducing reliance on emails. Service level agreements (SLAs) are integrated into the workflow, ensuring cases are automatically escalated when necessary. This workflow facilitates straight-through process (STP) loan booking and includes an investigation TLP and related decisions.

The benefits are numerous: significantly lower TTY, reduced workload for the Front Office and Risk teams, and better control of operational risks.



Additionally, we have the Change Management Committee, chaired by the Managing Director, which is responsible for ensuring that projects undertaken are aligned with the Bank's strategy and are planned, managed, and delivered within scope, schedule, and budget. This Committee is crucial for mitigating the risks associated with digital transformation and ensuring a smooth shift towards digital-centric operations.

Over the past few years, we have implemented robotic process automation (RPA) to streamline manual activities using advanced robotic technology. In 2023, RPAs were used for several key functions, including placing or releasing blocking status for customers under legal seizure, changing home branch codes for tens of thousands of customers based on Proximity LOB requests, managing the closure process for thousands of customers, and releasing dormant customers' sub-accounts through branches and VOC.

This initiative aims to enhance operational efficiency by automating repetitive tasks, thereby reducing workloads and minimizing process redundancies. We have set specific KPIs for RPA, with targets for the deployment of new RPA solutions in 2024 and 2025. These initiatives underscore our commitment to leveraging cutting-edge technology and driving digital innovation across our operations. Our digital transformation timeline is clearly defined and aligned with the goals set forth in our MTP.



DIGITAL PRODUCTS

CAE leverages technology and various digital tools to allow easy access to the Bank's products and services. We provide our customers with a wide range of digital products and services to position them at the forefront of digital evolution. CAE has gone the extra mile in its digital transformation journey to align with government strategies targeting to achieve a cashless society.

Our first step towards digital banking was launching the banki online in 2005. Continuing our digital journey, we have launched the banki Mobile app, the very first mobile banking application in Egypt, extending a new meaning to mobility. With a clear focus on simplifying and digitalizing customer experience, we have carefully designed app features step by step, while engaging customers and staff to incorporate their feedback.

In this context, the Bank has stepped in a strong and accelerated digital transformation across the Bank to implement an omnichannel approach for the first time in Egypt. Offering an agile and seamless experience, the Bank's objective is to provide customers the freedom to choose how they want to interact with the Bank 24/7 to fulfill a 100% human, 100% digital banking model.

On a strategic level with an eye on sustainability, this roadmap aimed to increase the bank's social capital by maximizing customer's convenience and loyalty, as well as serving the national context going towards financial inclusion. Another strategic goal was to grow the Bank's financial capital through establishing CAE's positioning as a digital leader, backed by accelerated investments in the digital transformation across the bank.

OUR DIGITALIZATION PROCESSES MILESTONES

In 2023, CAE realized various achievements in providing digital services. We earned five global digital banking awards this year, highlighting the Bank's commitment to achieving its targets and objectives in this domain. This success is reflected in the number of logins on digital channels in 2023 which surpassed 9 million logins.

During the same year, over 100,000 of our retail customers conducted an average of more than 4M digital transactions as of the end of 2023. CAE has also integrated with the innovative Instapay app, significantly boosting our digital migration. Since then, 25% of our customers have registered their accounts to the app, resulting in over 3M transactions being processed through Instapay.

In light of all these achievements, it is noteworthy that 99% of all domestic transfers are conducted digitally. Furthermore, Companies of all sizes are progressively migrating their financial transactions to our digital platforms; with approximately 45% of transfers going through our digital channels.

Additionally, we saw a record 150,000 digital transactions among companies of all sizes, with 42% of these firms utilizing at least one of our Cash Management digital services.

Our payroll payment services significantly enhance our suite of online offerings, providing our customers with seamless and smooth salary transfers. Through our digital platform, "banki Payroll," companies can efficiently manage their salary payments.

In 2023, CAE's payroll platform successfully processed salaries for over 150,000 employees across various organizations. We have similarly achieved various enhancements in customer experience. The Bank is working on several key improvements such as instant salary processing, platform availability in both English and Arabic, self-service features such as password resetting, and overall customer satisfaction improvements.

These advancements will be rolled out through an agile and collaborative business model that integrates all support functions, ensuring a superior, user-friendly, and secure experience.

Our latest innovation, "banki Connect," is specifically designed for multinational companies, automating their payment transactions with unmatched efficiency.

Additionally, we have introduced a cutting-edge platform for e-government payments via the e-finance portal.

This service facilitates the payment process between business entities and government authorities, facilitating the handling of tax obligations, social insurance contributions, and instant customs payments using the company's shipment reference number.

In addition to the above and due to the fact that digital-card-transactions become one of the fastest-growing segments of the payments industry, we are setting off to take part in this highly innovative, technology based market, by pushing the boundaries of payments acceptance, we are helping our customers seize new growth opportunities, by allowing them to tap into new sales dimensions: online & digitally. Using our e-commerce service allows Corporate Customers (merchants) to accept online payments quickly, securely and easily by using any kind of payment cards.

It supports any payment generated from the merchant's online store, whether it is through a website or a mobile application. Our platform is bringing countless benefits, such as fast integration, Fastest Transaction processing and settlement and efficient Fraud prevention tool. The accepted payments would then be channeled to the merchant's account with CAE.



OUR DIGITAL OUTLOOK

Digitalizing our products and services aims to provide our customers with different channels to conduct swift transactions. We adopt cutting-edge technologies on our digital banking platform as a specific target in our medium-term plan. This step involves providing our customers with a comprehensive digital banking experience through our omnichannel platform. Based on our overall vision, we focus on achieving full customer centricity journeys as a main milestone.

Furthermore, key milestones were identified to be achieved throughout the upcoming two years. We aim to understand CAE customer behavior, needs, pains and to tailor solutions that serve and satisfy. Moreover, implementing automation technologies that can streamline operations, reduce costs and improve service delivery. In addition to, leveraging innovative solutions and technologies through collaborations which range from integrating third-party service into the banking. Lastly, adopting to rapid changes and with the latest digital trends and technological advancement to stay competitive.

To enhance user experience and incorporate customer feedback, CAE is leveraging several key tools. These include establishing continuous feedback mechanisms such as focus groups with customers in order to obtain insights for new features, services, and technologies. Additionally, CAE engages with clients through different communication channels to ensure their feedback is received and corresponding actions are taken effectively.





08

EMPOWERING OUR WORKFORCE



01

Fostering
Diversity and
Inclusion

02

Supporting
Continuous
Learning

03

Nurturing
Employee
Well-being



04

Employee
Voice and
Satisfaction

05

Employee
Health and
Safety

06

Driving
Employee
Engagement

FOSTERING DIVERSITY AND INCLUSION.

At CAE, we prioritize the well-being and development of our employees. We foster a workplace that values their contributions and supports their growth. Central to our approach is adherence to Egyptian labor laws, ensuring that all aspects of our operations comply with legal mandates.

We prohibit any form of forced, compulsory, or child labor, reflecting our commitment to upholding human rights and ethical standards.

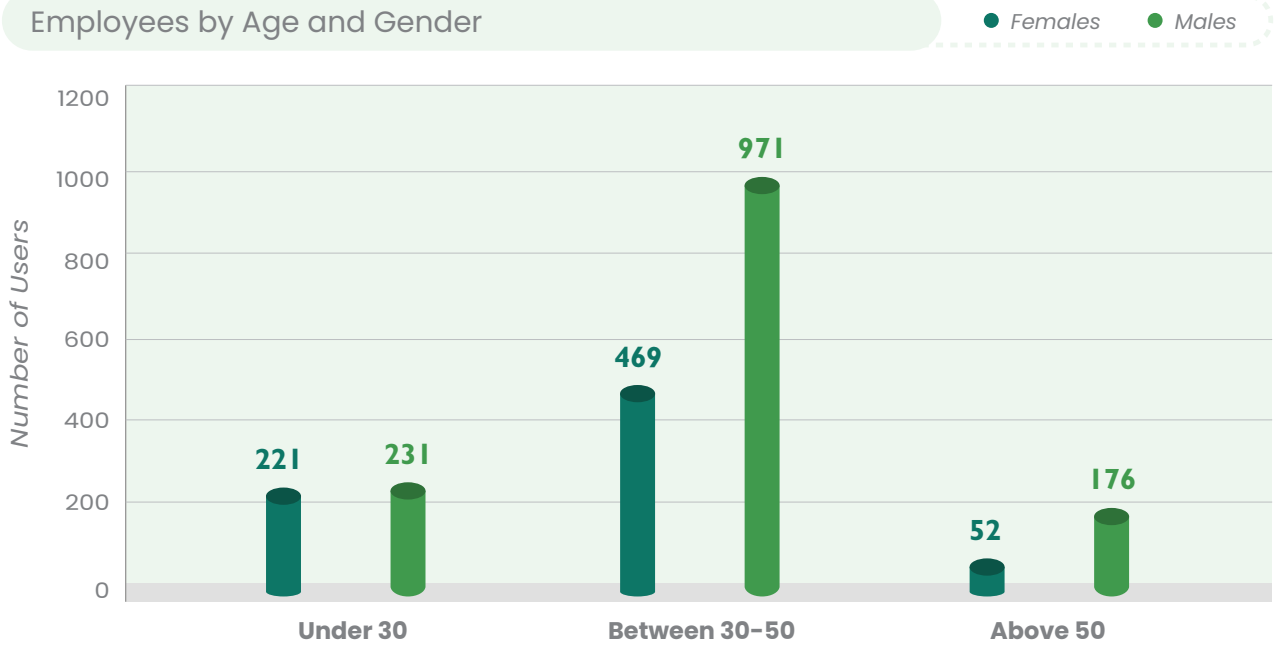
At Crédit Agricole Egypt, we recognize that diversity and inclusion in our workforce are essential for our success. We are committed to creating an environment where all employees feel valued, respected, and supported, regardless of gender, age, and disabilities.

CAE regularly analyzes its workforce composition to gain insights into the gender distribution across age groups, managerial versus non-managerial roles, new hires, and turnover rates.

In 2023, CAE employed 2,120 individuals, comprising 742 female and 1,378 male employees. This distribution reflects our dedication to maintaining a diverse workforce where individuals of all genders have equal employment opportunities.

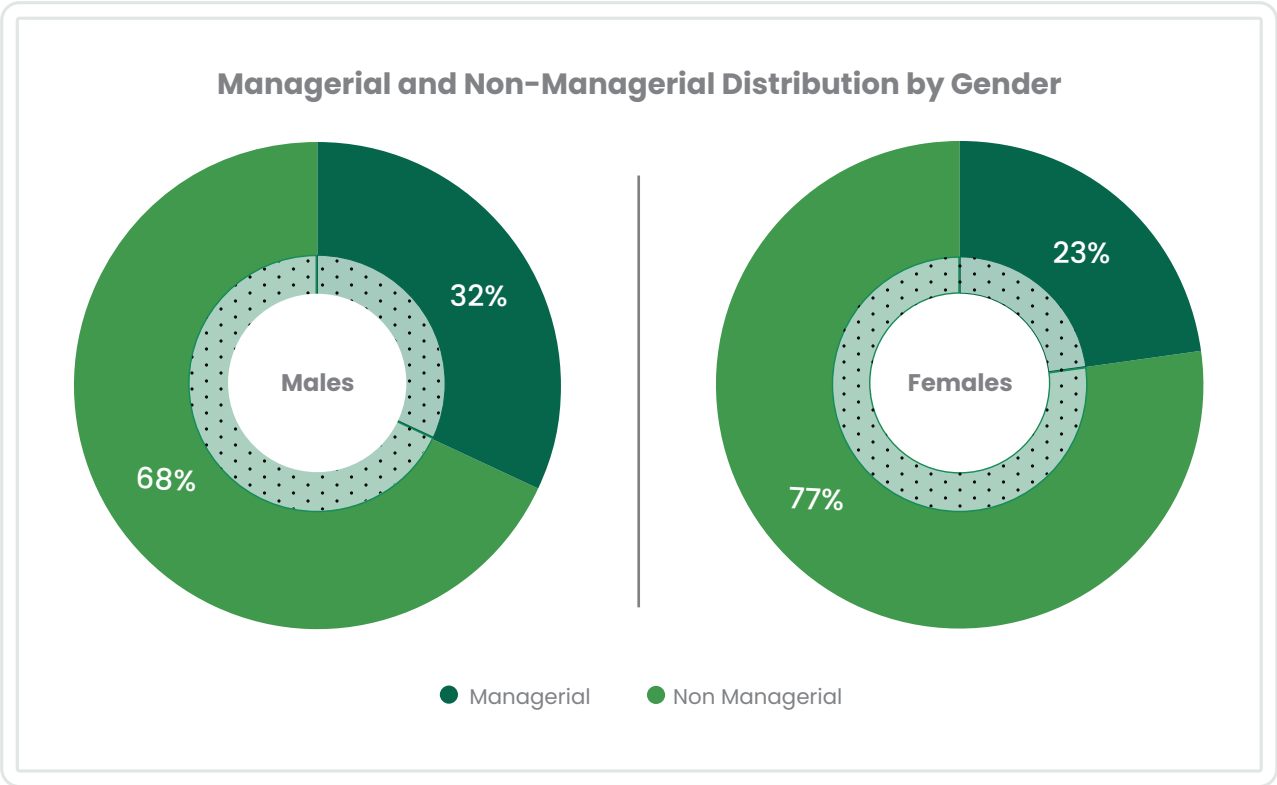
CAE is committed to increasing the workforce diversity through efforts to hire employees with disabilities. Furthermore, CAE has no incidents of discrimination recorded in 2023.

Employees by Age and Gender



The age breakdown of our workforce reveals a balanced distribution across age groups. Individuals under 30 represent 21% of our workforce, with females comprising 49% and males comprising 51% of this age group, indicating strong gender equality at this career stage.

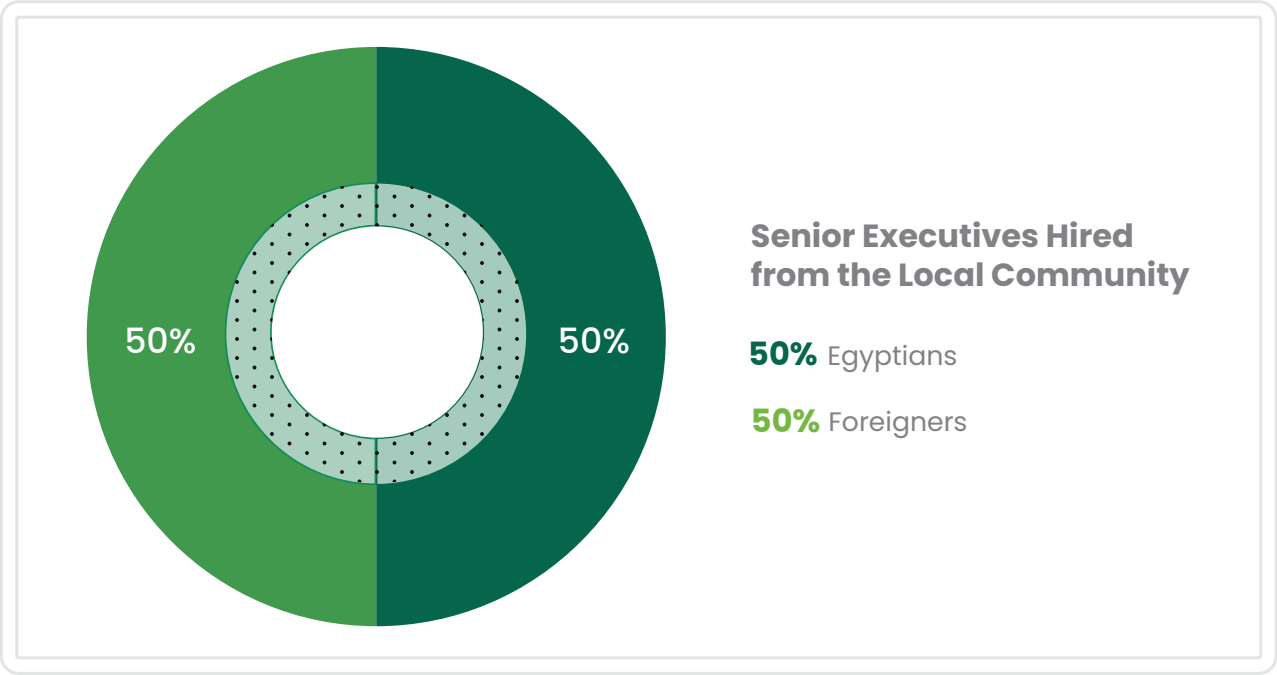
The 30–50 age bracket constitutes the largest workforce segment at 68%, indicating a significant presence of middle-level professionals. Females and males account for 33% and 67% of employees in this age group, respectively. Employees over 50 constitute 11% of our workforce, with females representing 23% and males representing 77% of this age group, indicating that a notable proportion of men continue their careers into later stages.



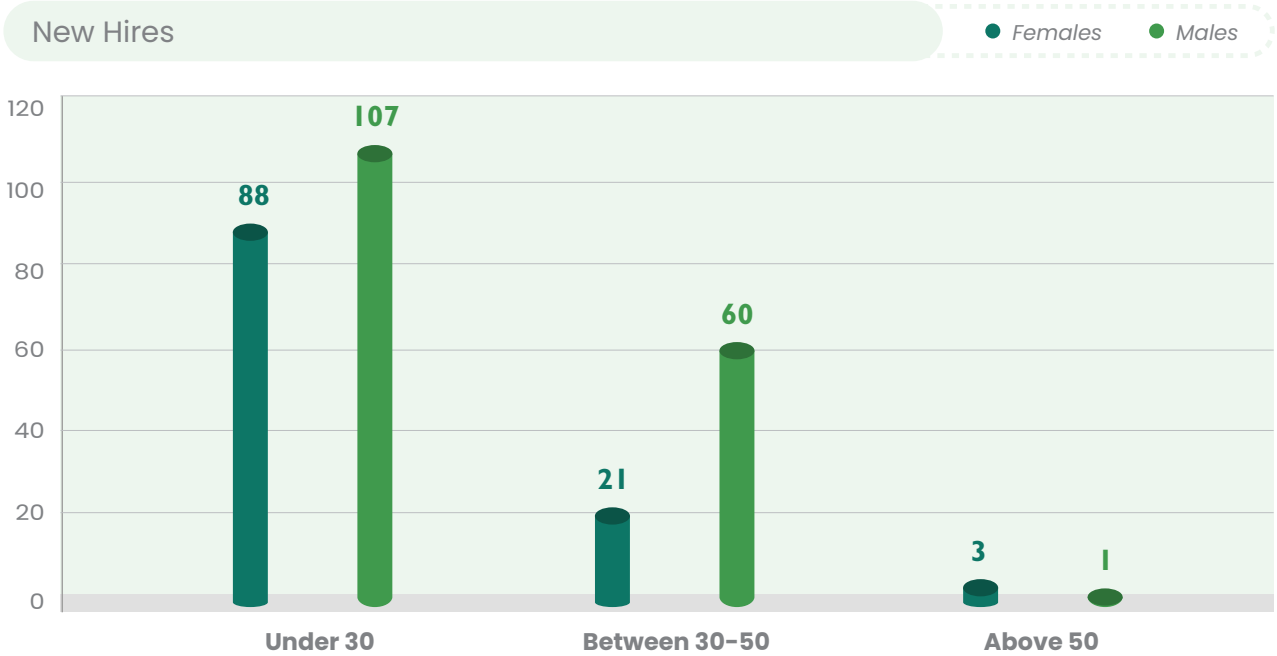
The distribution of managerial and non-managerial roles by gender highlights varying levels across age groups. During the reporting period, 23% of females held managerial positions. Among females above 50, 63% occupy managerial positions, a higher percentage compared to younger age groups.

This suggests a trend of growing female representation in leadership roles with career progression, potentially driven by older female employees’ accumulated experience and skills. Males show a similar trend, with 32% holding managerial roles across age groups. There is a significant difference in managerial representation between younger and older males, with 55% of males above 50 in managerial positions compared to only 3% of those under 30.

Reflecting Crédit Agricole Egypt’s commitment to local talent development and integration, 50% of senior management positions are filled by individuals hired from the local community.



Around 16% of CAE’s workforce comprises temporary staff who are predominantly involved in outsourced functions like direct sales, call center operations, blue-collar jobs (e.g., drivers and messengers), and graduate trainees.



In 2023, CAE welcomed a diverse cohort of new hires. Among those under 30, females accounted for 45.1% and males for 54.9%, showing a minimal difference in gender. In the 30–50 age bracket, females comprised 25.9% of new hires while males represented the remaining 74.1%. In the over-50 age group, females made up 75% of new hires and males made up the remaining 25%, indicating a trend toward achieving gender equality in this age group.

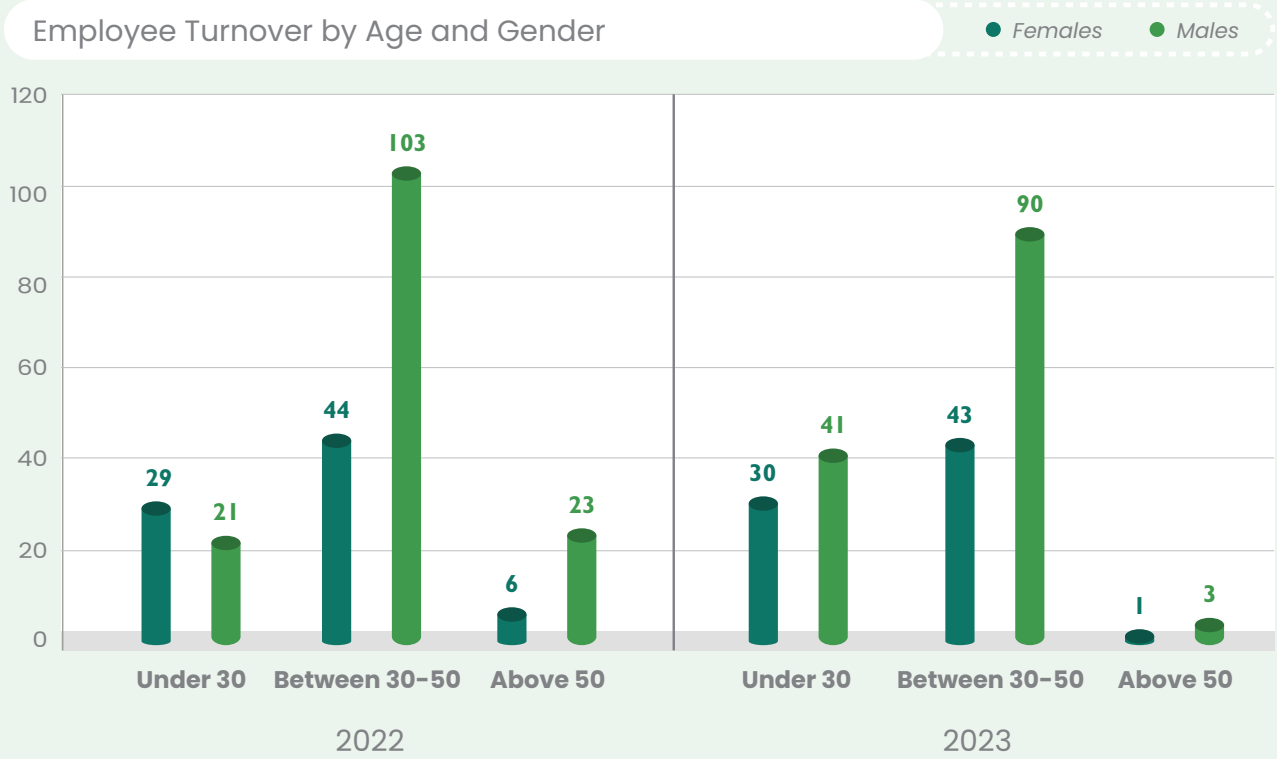
Overall, females constituted 40% of the new hires while males represented the remaining 60%. These figures demonstrate our dedication to creating a balanced and inclusive workforce. Retaining skilled employees is crucial in the ongoing market competition for high-caliber individuals.

CAE has adopted a proactive retention policy to mitigate turnover by offering advancement opportunities and setting clear goals, promoting a healthier work-life balance through remote working and flexible childcare, shifting employment contracts from fixed to permanent, and providing financial incentives such as bonuses and salary adjustments. Crédit Agricole’s compensation and benefits policy upholds the principle of equal pay between genders and links employee

performance and development to financial rewards, incentivizing growth and productivity. Moreover, the Bank regularly monitors industry salary trends to ensure competitiveness, which is crucial for attracting and retaining top talent.

CAE monitors employees’ satisfaction levels and ensures all policies are effectively communicated to employees and accessible via the Bank’s portal. This fosters transparency and ensures that employees know their rights and entitlements.

Additionally, employees are provided with a notice period ranging from two to three weeks before the implementation of operational changes that may significantly impact them.



The effectiveness of our policies is demonstrated by the significant decrease in the number of employees leaving the Bank observed from 2022 to 2023 across genders. The age groups above 50 and 30–50 have seen a reduction in the number of employees leaving the Bank by 86% and 10%, respectively. Our full-time staff voluntary turnover rate was 10% in 2023.

SUPPORTING CONTINUOUS LEARNING AND DEVELOPMENT.



CAE is committed to nurturing the skills and capabilities of its employees to enhance their professional growth and contribute to the Bank's overall success. To this end, the Bank offers diverse training programs to develop its employees' skills, technical knowledge, and leadership capabilities.

In 2023, we conducted a total of 111,434 training hours covering various topics including but not limited to, the habits of highly effective people, email etiquette and rules, handling customer calls, presentation skills, problem-solving, relationship model, EVE, customer experience management, interculturality, building team cohesion, key performance indicators, coaching employees to maximize performance, and strategic planning.

In addition, CAE developed specialized training for managers, Executive Committee (ExCo) members, and female professionals.

These include programs on managing remote teams for managers, symmetry of attention training for ExCo members, and career-building programs for female talents. We recognize the importance of ensuring equal access to training opportunities and regular performance and career development reviews for male and female employees.

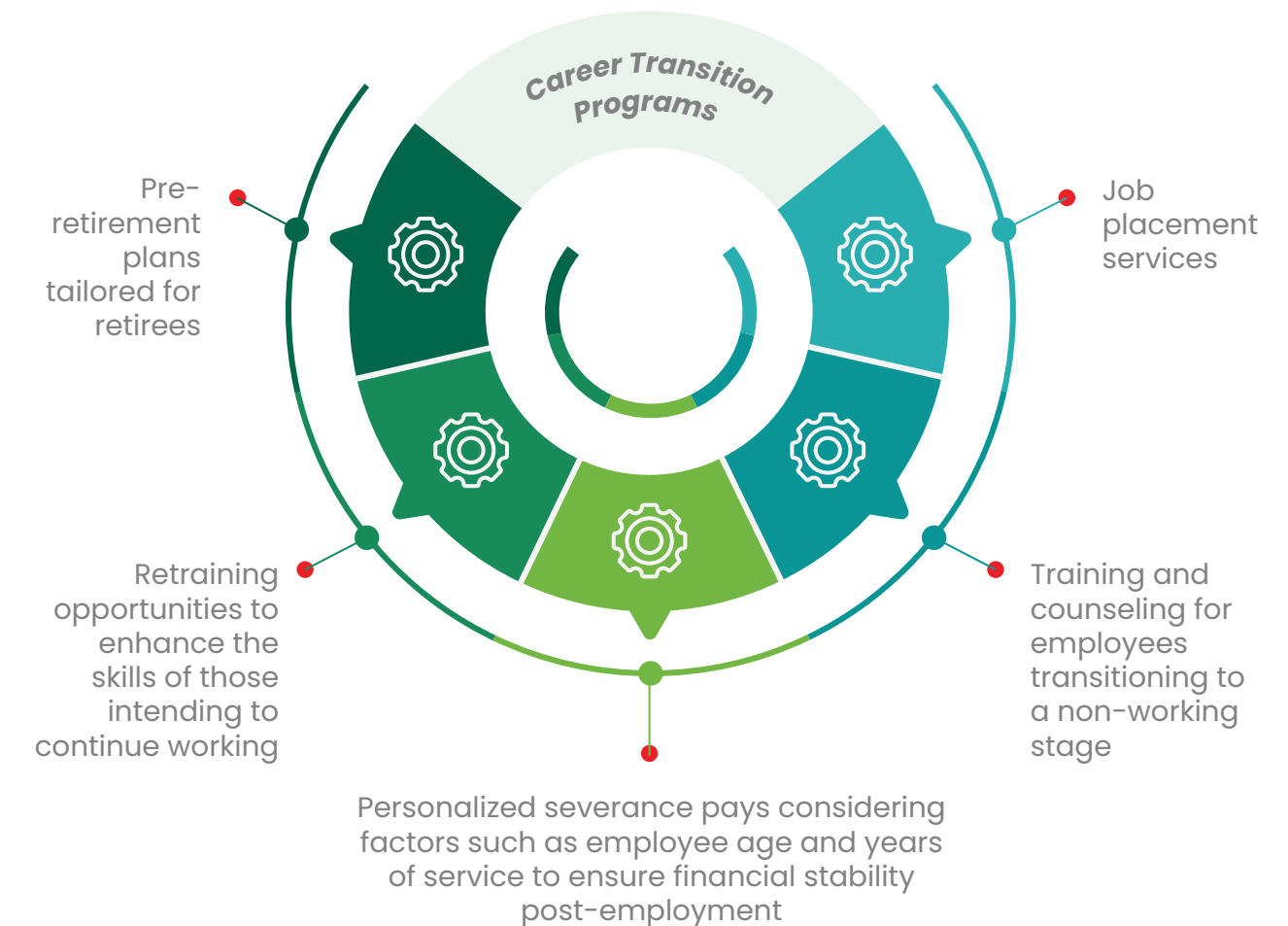
Throughout the reporting period, female employees received 43,585.5 training hours while their male counterparts received 67,848.5 training hours, averaging 49 and 45 per employee, respectively.

Additionally, 100% of our employees have received performance and career development reviews through a streamlined digital performance appraisal process. This process allows employees to add their annual objectives and be evaluated by their managers; HR then extracts the employee ratings from the digital application.

In efforts to uphold the highest standards of integrity and ethics in our Bank, combatting financial crimes, and maintaining the trust and confidence of our stakeholders, CAE conducts monthly full-day compliance training sessions to increase anti-corruption awareness and cover related topics in depth.

This year, three members of our governance body have received training on anti-corruption, and 1,734 employees have received training on anti-corruption and anti-money laundering practices. Only one incident of corruption was reported, resulting in the dismissal of the responsible employee.

CAE offers comprehensive career transition assistance for employees to support their continued employability and effectively manage career endings from retirement or termination of employment. These programs include:



NURTURING EMPLOYEE WELL-BEING.

At Crédit Agricole Egypt, we hold the well-being of our employees as a fundamental pillar of our sustainability efforts. Supporting comprehensive health and satisfaction among our staff is essential and extends beyond the confines of the workplace. Our curated suite of employee benefits includes life and accident insurance, death grants, and advance salary payments to cover emergencies.

Recognizing the significance of leisure and relaxation, we organize summer trips, allowing employees to unwind and rejuvenate. Furthermore, we believe in fostering a sense of ownership and investment among our team. Our employees participate in the Bank’s success through stock ownership, aligning their interests with the Bank’s growth trajectory.



COMPREHENSIVE HEALTHCARE COVERAGE

Through our comprehensive private medical insurance scheme, we facilitate access to non-occupational medical and healthcare services.

In partnership with a reputable medical insurance provider, we offer coverage to all Bank staff and their families, including access to a vast network of hospitals, laboratories, scan centers, and pharmacies.

PRIVILEGED BANKING SERVICES

Our employees enjoy exclusive advantages on their payroll accounts and fee waivers. Additionally, they have access to staff loans and premium cards.



EQUITABLE PARENTAL LEAVE

We offer parental leave to both female and male employees, recognizing the importance of work-life balance and family support. During the reporting year, 78 female and 50 male employees took parental leave to care for their newborns.

Upon the conclusion of their parental leave, 44 female employees and all male employees returned to work, demonstrating a high level of belonging and engagement in their roles. Among the male employees who returned to work after parental leave, 47 remained employed 12 months later, resulting in an outstanding retention rate of 94%.



STAFF FUND

The Staff Fund is a private provident fund designed to provide financial benefits to its members or their successors to maintain their standard of living. The Staff Fund operates with clear guidelines for membership and contribution ratios.

Employees and the Bank invest in this fund with 13.2% and 10.8% of the contributory salary, respectively, demonstrating a shared commitment to securing future benefits. In addition, 60% of the monthly contributory salary is deducted from the year’s profits or from the monthly salary in case of not achieving profits.

Upon the cessation of service of a member, whether by reaching the age of 60 or resignation after five years of membership in the Fund, a loyalty reward equivalent to 16 months of pay is granted for each year of membership.

If the service termination is due to a disability, the Fund provides a disbursement equivalent to 75 months of pay. In case of the employee’s death, regardless of the duration of their Fund membership, beneficiaries receive a disbursement equivalent to 150 months of pay.

The Egyptian Financial Supervisory Authority (EFSA) oversees the Staff Fund, ensuring transparency, compliance, and fairness in benefit disbursements. The EFSA regularly reviews the balance sheets of the Fund and the amendments made to its regulations. Additionally, the EFSA attends the Fund’s general assembly meetings to provide opinions and approve decisions.

EMPLOYEE VOICE AND SATISFACTION.

CAE established an effective approach to identify and address grievances that utilizes whistleblowing as the primary mechanism for employees to raise concerns and report issues. This ensures transparency and confidentiality in the grievance-handling process. Upon receiving messages through the whistleblowing application, the Compliance Department promptly investigates each case related to staff and communicates with the HR Department.

The Bank assesses employee satisfaction annually through the Indice de Mise en Responsabilité (IMR) survey, which measures accountability. These survey results are crucial in informing management's decision-making, allowing for the implementation of targeted action plans to enhance the employee experience and satisfaction across our Bank.

The Bank also conducts exit interviews and utilizes this feedback to enhance the employee experience, improve retention measures, and decrease the rate of resignations. Based on this feedback, the Bank has increased the salary of entry-level employees.



EMPLOYEE HEALTH AND SAFETY.

At CAE, our ultimate priority is ensuring the safety and well-being of our employees and customers and eliminating work-related risks. We are committed to providing a safe and secure work environment and adhering to the guidelines set by the CBE, the Civil Defense Authority, the Ministry of Health, and the Crédit Agricole Group.

Our occupational health and safety management system covers all areas of operation, including our head office, branches, and premises related to CAE. This guarantees that every employee, regardless of their role or location, benefits from high standards of safety and protection. We continuously improve our occupational health and safety policies and procedures by regularly reviewing them to identify areas for enhancement and uphold compliance with regulations and industry best practices.

To mitigate risks and promote a culture of safety, Crédit Agricole Egypt has implemented a range of measures. Firstly, the Bank ensures the maintenance of fire extinguishers, enabling prompt response to fire hazards. Secondly, CAE conducts civil defense training for employees, focusing on emergency evacuation procedures to act quickly and efficiently in case of fire or any other danger, with personal emergency evacuation plans for individuals with specific needs. Furthermore, we conduct regular health and safety inspection visits to the head office and all branches to identify and address risks.

We are proud to report that our efforts have resulted in zero recorded work-related injuries and cases of ill health directly linked to the Bank's operations, products, or services. This achievement underscores our dedication to maintaining a safe and healthy workplace for all our employees.



DRIVING EMPLOYEE ENGAGEMENT.

CAE goes above and beyond to drive employee engagement through a variety of programs and activities. From staff wellness sessions, CSR activities, and fun-filled events to engage in the Bank’s action plan, CAE ensures its employees feel valued and connected throughout the year.



Plan D’action commerciale (PAC)

CAE organized an event to celebrate its commercial action plan for 2023 and medium-term plan for 2025. The occasion highlighted the accomplishments of 2022, with recognition for our top performers. As part of the event, the relationship model and NCT were introduced, accompanied by a motivational speech and a percussion show for entertainment.



During Ramadan, 1,570 employees gathered for the annual iftar on our premises. The event was marked with a record-breaking attendance compared to previous years and entertainment added a considerable amount of excitement to the occasion.



CAE celebrated Mother’s Day by surprising all female employees with cosmetics sets accompanied by cards.



In 2023, CAE employees showcased their unity and determination by participating in both the Pyramids Marathon and the Madinaty Half Marathon. These initiatives promote teamwork, fitness, and community engagement among CAE employees and highlight the importance of sports and good health in people’s lives.



Employee Engagement in CSR Activities

With the support of our staff, CAE extended warmth and assistance to less privileged individuals during the winter season. We donated 542 clothing items and 29 bags and shoes to the Egyptian Clothing Bank.

This generous contribution represents a remarkable 90% increase in donations compared to the previous year, showcasing our commitment to making a meaningful difference in the lives of those in need.

CAE employees actively participated in a blood donation project organized by Crédit Agricole Egypt Foundation for Development to support Ahl Masr Burn Hospital, demonstrating their dedication to contributing to the Bank's social role and fostering community cohesion.



During the second week of Diversity Month, CAE celebrated the achievements of female pioneers enrolled in the CAE pioneer program. Hands-on-training & personal development of 63 female talents were provided in 2023 among which +20% successfully secured employment in CAE and outsourcing.

Sustainability Day

In celebration of the global Sustainability Day, CAE hosted a full-fledged on-ground activation for all employees, centered around the theme of Sustainability. This event was designed to guide our employees through a journey of capacity building, incorporating various stages of learning, engagement, and interactivity.

Our primary objectives were to enhance awareness about Sustainability including the UN SDGs, foster employee engagement, build knowledge and capacity, and inject enthusiasm and entertainment into the workplace. With a full-day duration, the event successfully attracted over 350 participants, featuring six informative workshops and four engaging games.



In the third week of Diversity Month, a cooking contest was organized for male staff with a female jury. Participants worked in pairs at stations equipped with cooking tools and ingredients.

The event fostered excitement and teamwork while celebrating talent and diversity.



During the fourth week of Diversity Month, a special award ceremony was held to recognize the outstanding development of a customized website by our summer interns to assist people with special needs in finding and applying for jobs with ease. This innovative project underscores our commitment to social responsibility, inclusion, and providing valuable resources to empower individuals with disabilities to access employment opportunities.

Diversity Month

In light of Crédit Agricole Group's MTP Ambitions 2025, we actively encourage diversity and inclusion in our workforce. During November 2023, the Group's diversity month, CAE organized several activities to raise awareness about diversity and its five axes: openness and curiosity, solidarity, responsibility, representativeness, and equal opportunities. Each week, we announced seven winners who positively answered diversity-related quizzes.



CAE invited Soha Abu Gharara to deliver a speech on navigating life challenges and adapting to them.

She pointed out the Bank's commitment to embracing people with disabilities and promoting inclusion throughout the Bank by introducing the concept of diversity to CAE's employees and ensuring their readiness to support it at all levels.

09

UPLIFTING SOCIAL AND ENVIRONMENTAL IMPACT



01

Marketing and
Communication

02

Community
Development



03

Ethical
Procurement

04

Environmental
Footprint

MARKETING AND COMMUNICATION FOR DIFFERENT CLIENT SEGMENTS.

CAE's commitment to ethical communication with all clients, enhances trust and stronger relationships with clients, leading to increased client satisfaction and loyalty.

Clear and consistent communication ensures that clients are well-informed about the Bank's products, services, and policies, fostering transparency and accountability. CAE's marketing and communication strategy aims to enhance brand visibility, engagement, and relationships through dynamic activations, partnerships, and personal engagements with the media.

It seeks to effectively communicate the Bank's range of services and products to target audiences through various communication channels. CAE aims to showcase its efforts to support the economy and community development while highlighting its commitment to offering quality digital services and fostering innovation in customer relationships. Our strategy includes supporting customer acquisition campaigns and fostering a culture of excellence among our staff.

Achieving the vision and strategic objectives involves capitalizing on CAE's brand image, positioning as a strategic innovator in the economy, and enhancing the customer recommendation index (CRI). Ongoing communication and increasing staff awareness of the strategy while upholding the identity and culture per the

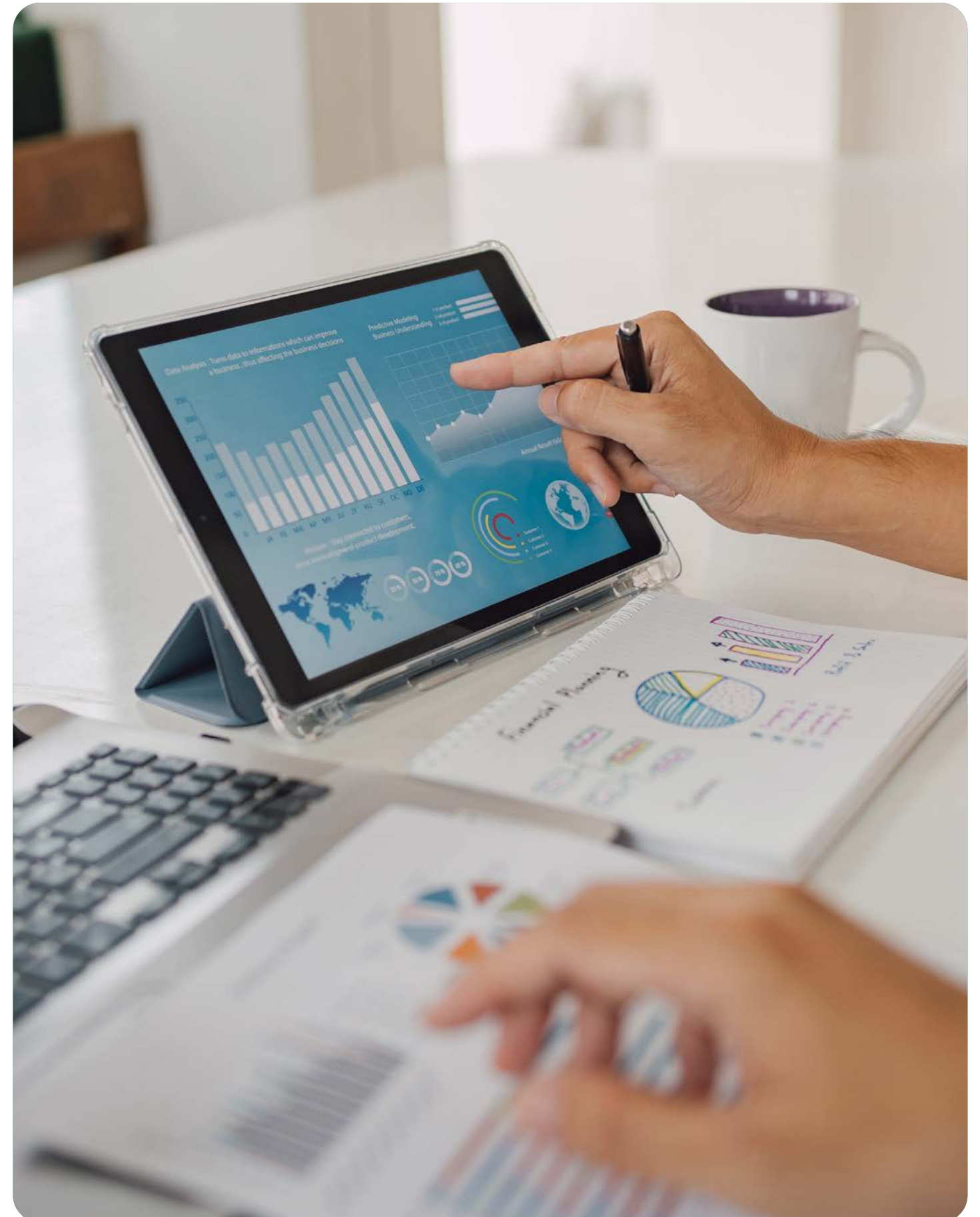
Group's directions are key components. Promoting financial inclusion and digital solutions involves supporting various initiatives aimed at expanding access to banking services for marginalized segments.

These efforts include increasing the presence in closed communities, updating internal procedures for better service of elderly and illiterate individuals, and participating in internal and external financial literacy and awareness programs.

The Department leverages various communication channels, including direct communication, activations, social media, digital advertising, and the Bank's digital services, to reach out to these segments effectively.

CAE participates in campaigns and conferences related to financial inclusion and digital solutions. It has launched campaigns during CBE Financial Inclusion events such as International Women's Day, Arab Financial Inclusion Day, International Youth Day, Farmers Financial Inclusion Day, World Savings Day, and International Day for Persons with Disabilities.

These campaigns offer financial literacy sessions and facilitate the acquisition of new-to-bank customers from financially excluded segments.





COMMUNITY DEVELOPMENT AND SOCIAL RESPONSIBILITY.

OUR CORPORATE SHARED VALUE

CAE is committed to acting in the interest of its customers and society. In this regard, the Bank is committed to paving the way for better quality of life in the community.

We follow the Group’s strategy to measure our progress in terms of CSR using the measurement tool FRED. The core principles of our strategy are trust (FIDES), respect for people and territory (RESPECT), and preservation of the environment (DEMETER). Our objective is to engage and mobilize entities, support

their initiatives, and incorporate CSR practices into their operations.

Building on our previous efforts to ensure a successful impact, our projects undergo thorough screening to assess their environmental, social, and economic impacts. This evaluation is critical in determining the projects’ significance in realizing our ESG targets. We ensure compliance with government laws and regulations in our assessments, particularly those of the Ministry of Social Services.

OUR SOCIALLY RESPONSIBLE EFFORTS

CAE is committed to collaborating with NGOs that possess greater expertise and have extensive networks to enhance our impact, ensure broader outreach to marginalized segments, and further improve the well-being of society.

Partnering with Resala, CAE continues to support the community as we distributed 3,000 Ramadan boxes for iftar meals in 2023. We believe that our employees should be part of our positive social impact; accordingly, they packed 250 food boxes in the presence of top management, giving warm vibes of solidarity and togetherness. Furthermore, CAE is involved in Share a Smile NGO’s initiative to pack food for underprivileged families. We donated 20 umbrellas to

Share a Smile, providing volunteers with a more comfortable environment for food packing in the outdoor area and protecting them from direct sunlight during the sweltering hot season.



Social Events Supporting Local Women Entrepreneurs

Summer Bazaar

CAE hosts its mid-year summer bazaar as part of the financial inclusion and CSR initiatives. As part of our financial inclusion initiatives to support society and women empowerment, CAE hosts its mid-year summer bazaar showcasing many locally made products by Egyptian women, including handicrafts, accessories, and more. The event was full of summer colors and positive vibes, reflecting our commitment to social responsibility and community support.

Christmas Bazaar

CAE organized its annual Christmas Bazaar, hosting the second edition of the Diarna Exhibition at CAE premises. We proudly received Dr. Marvet Sabreen, Assistant Minister for Protection and Social Safety Nets at the Ministry of Social Solidarity, and Mr. Khaled Bassiouny, General Manager at the Financial Inclusion Department of the Central Bank of Egypt, along with their teams. This year, a total of 18 exhibitors participated in the bazaar, including two projects sponsored by the CAE Foundation. The event showcased strong employee engagement and demonstrated the Bank’s support for women entrepreneurs and handicraftsmen, aligning with its social development commitments.



CAE FOUNDATION

We are committed to continually improving our sustainable impact by expanding our investment in key ongoing and new projects that align with our objectives. This approach allows us to reach more beneficiaries across diverse segments and geographical areas, ensuring our impact extends beyond our direct beneficiaries. In this regard, the CAE Foundation supported 5 projects in 2023 with total donations amounting to EGP 25M. These projects fall under our four core pillars: education, health, social entrepreneurship, and environment and community development.

The Foundation uses quantitative and qualitative measures to assess the potential of projects before supporting them and monitors their actual results after completion. Quantitative measures include the number of direct beneficiaries; qualitative measures include the positive impact of the projects on the lives of the beneficiaries, how sustainable the results are, and the indirect impacts of the projects on the broader community.



Education

Ebhar Misr Program

CAE Foundation continues to support the education sector through the Ebhar Misr program, which was launched in 2018 and involves running annual training camps for highly talented young Egyptians in art, science, and technology. We invest approximately EGP 1M per year to enroll and train 22 new students in addition to providing training and scholarships to the students enrolled in previous years. In 2023, 105 students were enrolled in the program and developed their skills through various activities.



Health

Healthcare for Orphans

In partnership with the Ibrahim Badran Charitable Foundation and for three consecutive years, we have conducted medical convoys to all orphanages across the country that are registered with the Ministry of Social Solidarity and are not privately owned. Through this initiative, over 12,000 kids have received medical help, and those who need follow-ups can receive them at IBF clinics.



Family Empowerment: Social Entrepreneurship

Building on our ongoing commitment to empowering society in collaboration with the Kheir & Baraka Association, CAE provided skill development training, family healthcare, and seed funds for women who are family providers in the rural district of Ezbet Khair Allah. This program enabled the women to launch and effectively manage their micro-businesses and supply a regular income to their family. To broaden our reach and deepen our impact, every year we invest in supporting an additional 200 families, totaling approximately 700 family members as of 2023.



Environment and Community Development

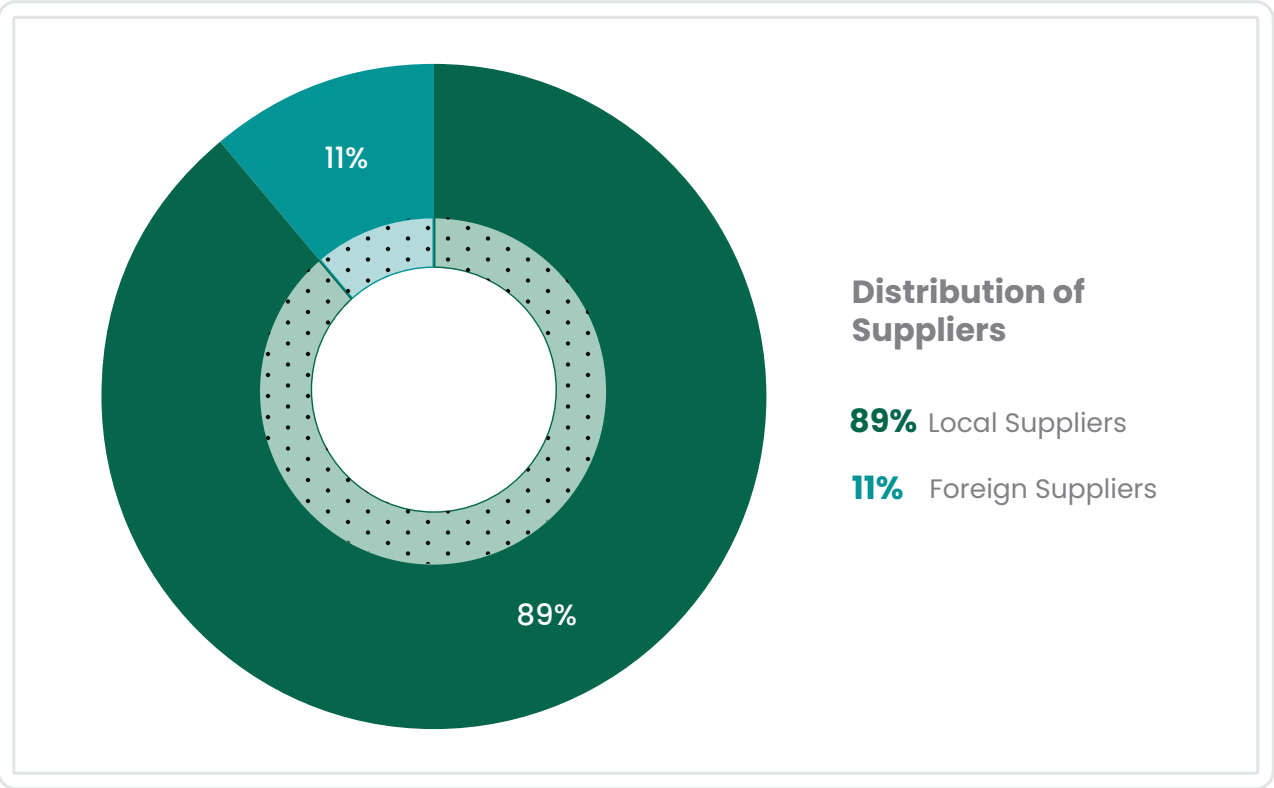
CAE initiated the second phase of a community development project in collaboration with Schneider Electric Egypt in the Monufia governorate. This project provides efficient and sustainable solutions to outdated agricultural practices and wastewater management through a sustainable agriculture model. By incorporating solar-powered components, the project aims to increase crop production, thereby reducing food insecurity and ensuring higher food safety and nutritional quality. Additionally, it creates new job opportunities for both males and females, significantly improving living standards in the serviced villages. CAE evaluated, and will continue to evaluate, the impact of this project by measuring the direct reduction in carbon emissions.



ETHICAL PROCUREMENT.

Our comprehensive procurement process involves sourcing, negotiating with suppliers for optimal quality and pricing, and selecting the best suppliers.

Procurement is segmented into three categories: technical, related to IT needs and professional services for safety and logistics, and services required for HR, marketing, and communication. In 2023, we allocated orders totaling EGP 712M from 183 local and foreign suppliers.



Our commitment to supporting local suppliers and the local economy is evident as 89% of our total suppliers' spending translated into a substantial 92% of the local spending, equivalent to EGP 655,040,000.

Before registering, suppliers fill out a thorough survey that assesses their commitment to environmental, social, and ethical responsibilities. The survey focuses on environmental parameters, including waste management, recycling, energy optimization, and using green energy in operations. Potential suppliers are evaluated using an overall rating based on weighted environmental parameters. Upon contract renewal, suppliers undergo the same process. CAE considers both the environmental and social aspects of our suppliers' operations.

We ensure that our suppliers comply with our Code of Conduct and Egyptian labor laws, prohibiting any form of compulsory, forced, or child labor in their operations. CAE is committed to evaluating and monitoring its supply chain to detect and address any form of forced or compulsory labor.

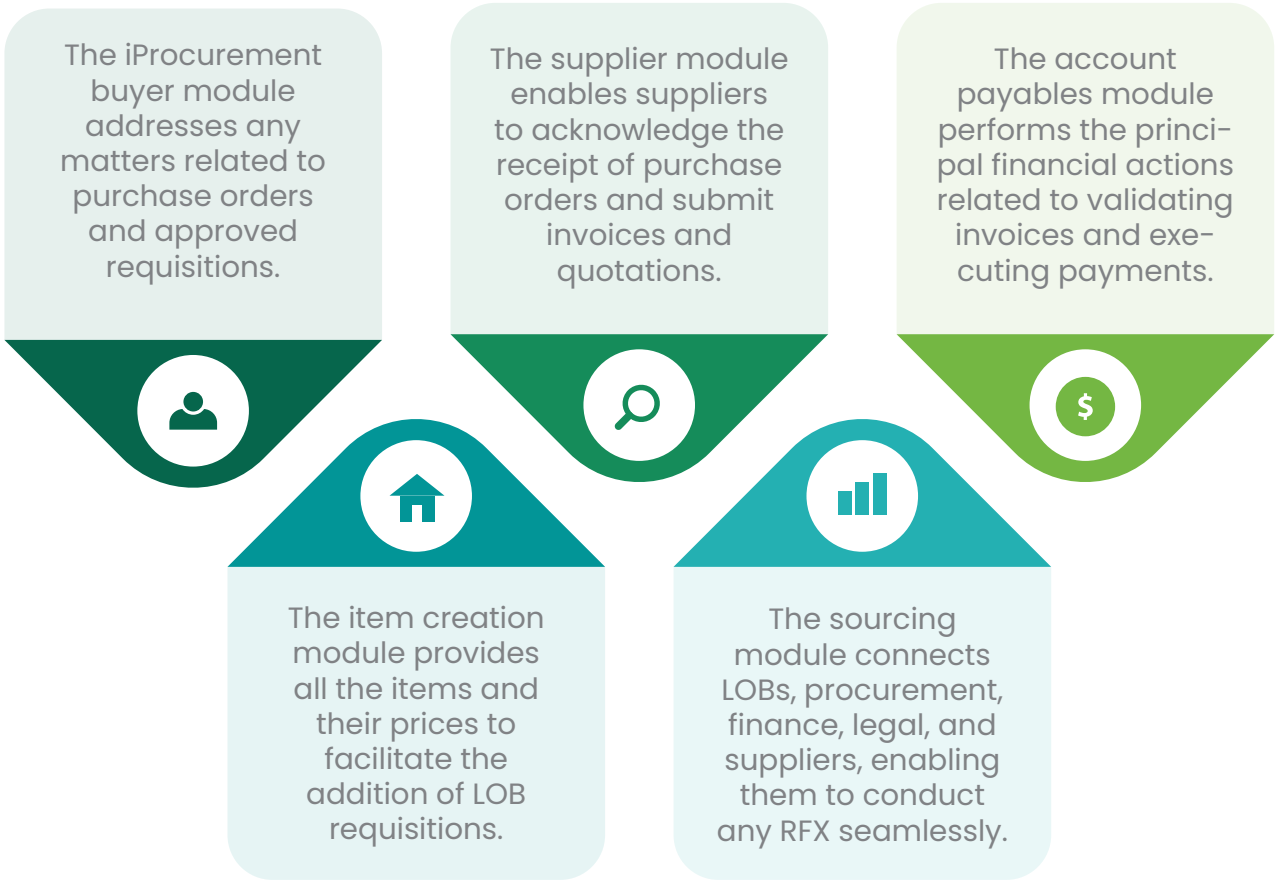
Our assessment of forced labor covers two supplier categories. Our direct suppliers are required to submit all necessary documents covering their casual labor and their insurance, with all labor identifications submitted to the relevant social insurance entity.

Our indirect suppliers and vendors must comply with our rules and regulations on eliminating child labor in operations.

DIGITALIZING OUR SUPPLY CHAIN

Our commitment to digital transformation is integral to enhancing the efficiency and quality of our services for our customers. In this regard, we have digitalized our supply chain by implementing an end-to-end digital system. This digitalization is translated into faster delivery times, reduced costs, and increased accountability and transparency.

It encompasses various procurement activities, including purchase requests, orders, sourcing, and supplier management, all of which are streamlined through the following accessible modules for both suppliers and buyers:



ENVIRONMENTAL FOOTPRINT AND CLIMATE RESILIENCE.

GHG EMISSIONS

Underlining our commitment to a cleaner world, we have calculated our greenhouse gas (GHG) emissions across different scopes to monitor our environmental impact. In line with our GHG reduction goals, we aim to decrease our Scope 1 emissions from natural gas by 15% and Scope 2 emissions from electricity usage by 20% compared to 2019.

By monitoring our environmental performance through various KPIs, including GHG emissions per employee and per unit area, CAE aims to effectively assesses its progress in reducing its carbon footprint.

CAE Head Office Scope 1 and 2 as of 2023

SCOPES	GHG Emissions (tCO ₂ e)
	2023
Scope 1	1,594.99
Scope 2	1,496.31
Total	3,091.29



CAE'S GREEN BUILDINGS

CAE achieved significant milestones in sustainable building practices. The Head Office has been awarded the prestigious Platinum Leadership in Energy and Environmental Design (LEED) Certification, highlighting its commitment to environmental stewardship and energy efficiency.

Furthering its dedication, CAE's Madinaty Open-Air Mall branch become the First retail bank branch in Egypt to receive LEED certification.



RESOURCE OPTIMIZATION

In line with our efforts to optimize our water, energy, waste management, we achieved our target of reducing our water consumption by 20% by 2022 as water taps were replaced by infrared taps in 20% of our branches.

As part of our water management program, we also implemented a water treatment station at the head office for our internal irrigation network.

The water recycling rate is 0.06%. Our reduction in total water consumption from 51,513 m³ in 2022 to 45,718 m³ in 2023 demonstrates our commitment to achieving sustainable resource use.

As for our waste initiatives, CAE has plastic and paper recycling initiatives showcasing the Bank's dedication to responsible waste disposal along with digitalizing procedures to reduce paper consumption.

Moreover, our employees are enrolled in our awareness programs, which highlight the importance of recycling and its positive impact on the environment. CAE also aims to expand on recycled plastics to be used in producing debit cards.

Building on our ongoing efforts to protect and sustain the environment, we are committed to reducing our energy consumption by 20% between 2019 and 2025.

This commitment is a key target of our optimization plan, which includes reducing our dependency on conventional energy sources and shifting our energy consumption to renewable energy sources.

In 2023, we successfully reduced 21% of our energy consumption compared to 2019 as our energy consumption was 11,915,353 kWh in 2023.

CLEAN ENERGY

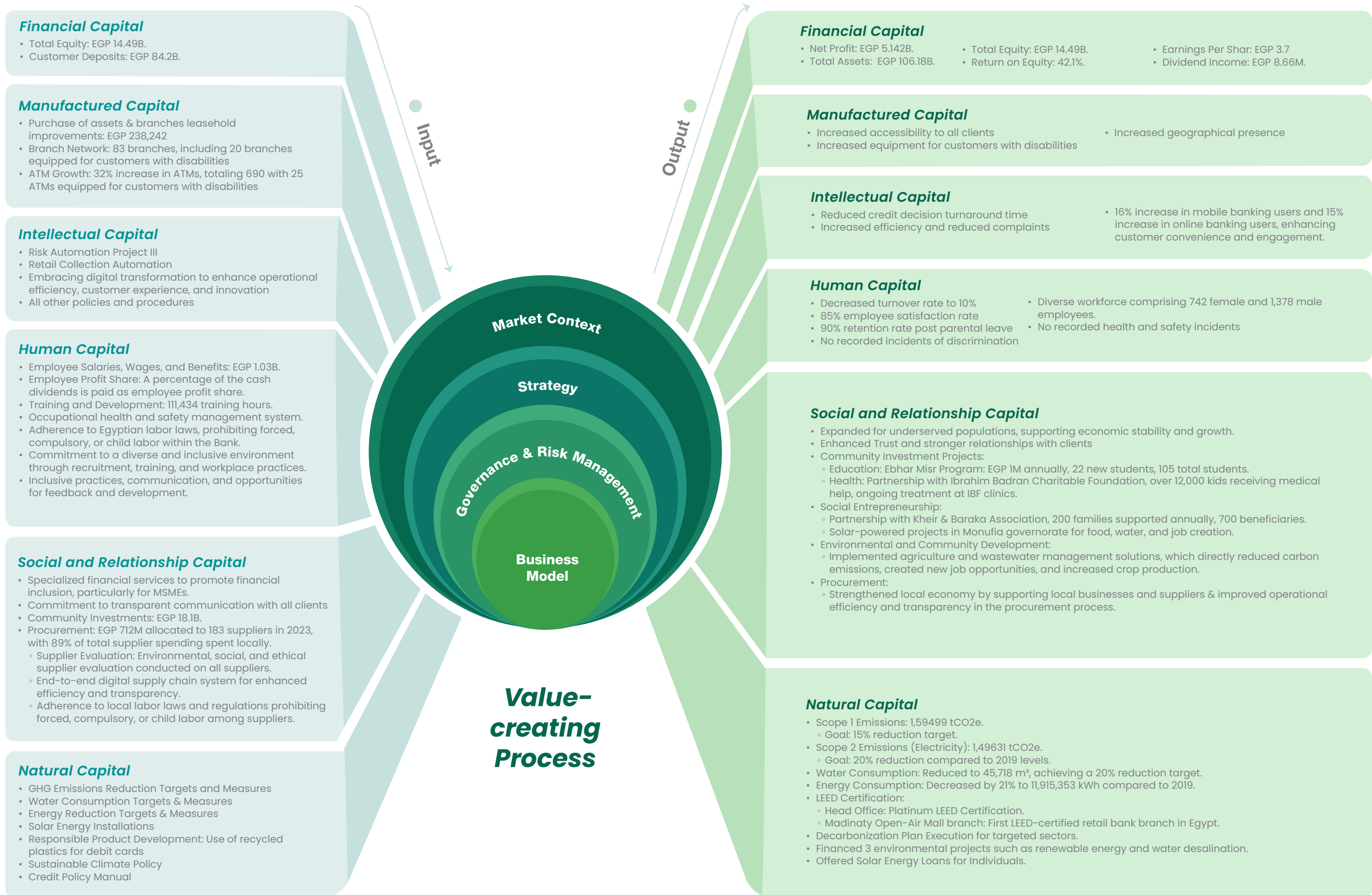
In addition to providing clean and renewable energy, the PV installations contribute to energy savings by meeting 30–45% of our branches' average annual energy consumption. The table below shows the solar energy consumption of the head office and branches with PV systems for 2023.

PV SYSTEM	Solar Energy Produced in kWh
Head Office	261,047.9
6th of October Branch	34,731.5
10th of Ramadan Branch	4,455
Hurghada Branch	4,086

10

**CAPITAL
SYNERGIES
FOR VALUE
CREATION**





11

INTERNATIONAL AND NATIONAL COMMITMENTS



INTERNATIONAL AND NATIONAL COMMITMENTS.

CAE is dedicated to contributing the UN SDGs and Egypt Vision 2030 as our CAE MTP Ambitions 2025 aligns with these goals and specific targets.

Capitals	CAE's MTP Ambitions 2025	UN SDGs	Egypt Vision 2030
Financial Capital	Pillar 'Growth Engine' Pillar 'Societal Project'	  	     
Manufactured Capital	Pillar 'Societal Project' Pillar 'Growth Engine'	 	     
Intellectual Capital	Pillar 'Digital Strategy'	  	     
Human Capital	Pillar 'Societal Project'	   	     
Social and Relationship Capital	Pillar 'Societal project'	    	     
Natural Capital	Pillar 'Societal Project'	    	     

In terms of financing, we have aligned our activities with UNEP-FI, SASB, and the Central Bank of Egypt's sustainable finance guiding principles, demonstrating our ongoing commitment to sustainable finance. It is noted that we align with Principle 5: Applying the Principles of Sustainability to the Bank's Internal Activities and Operations and Principle 6: Reporting of the CBE as well which is showcased in their relevant parts in the Report.

SUSTAINABLE FINANCE COMMITMENTS

Practice	UNEP-FI	SASB	CBE's Sustainable Finance Guiding Principles
Sustainable (Improving ESG profile, ESG Project Financing and Green Products and Services.	Principle 3: Clients and Customers	Financial Inclusion and Capacity Building	Principle 2: Enhancing Sustainable Finance
Data Privacy and Cyber Security	Principle 3: Clients and Customers	Data Security	-
Capacity Building on Sustainability	Principle 5: Governance & Culture	Financial Inclusion and Capacity Building	Principle 1: Capacity-Building and Necessary Knowledge
Engaging with Stakeholders	Principle 4: Stakeholders	Business Ethics	Principle 3: Involvement of the Stakeholders
Financial Inclusion and Expanding Branches and ATMs Networks	Principle 2: Impact Assessment and Target Setting Principle 3: Clients and Customers	Financial Inclusion and Capacity Building	Principle 2: Enhancing Sustainable Finance
SMEs Credit Financing and Cash Management	Principle 3: Clients and Customers	Financial Inclusion and Capacity Building	Principle 2: Enhancing Sustainable Finance
Financing Top 10 Microfinance Institutions	Principle 3: Clients and Customers	Financial Inclusion and Capacity Building	Principle 2: Enhancing Sustainable Finance
ESG Risk Management	Principle 5: Governance and Culture	Systematic Risk Management	Principle 4: Managing Climate Change Risks

TABLE OF ACRONYMS.

Acronym/initialism	Meaning
ALCO	Asset Liability Committee
AML	Anti-Money Laundering
B2B	Business to business
BCP	Business Continuity Plans
BKMS	Business Keeper Monitoring System
BoD	Board of Directors
CA Group	Crédit Agricole Group
CACIB	Crédit Agricole Corporate and Investment Bank
CAE	Crédit Agricole Egypt
CAE MTP	Crédit Agricole Egypt Medium-Term Plan
CASA	Civil Aviation Safety Authority
CBE	Central Bank of Egypt
CRI	Customer Recommendation Index
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
DDF	Data Disclosure Framework
DFI	Development Finance Institution
EGP	Egyptian Pound
EPC	Engineering, Procurement and Construction
ESG	Environmental, Social and Governance
EXCO	Executive Committee
FI	Financial Institutions
FPU	Fraud Prevention Unit
FRA	Financial Regulatory Authority
GHG	Greenhouse Gas
GOAML	Global Open Network for Anti-money laundering
GRI	Global Reporting Framework
HR	Human Resources
IDCs	Import Documentary Credits
IIRC	International Integrated Reporting Council
IPN	Instant Payment Network

Acronym/initialism	Meaning
ISO	International Organization for Standardization
KPIs	Key Performance Indicators
KYC	Know Your Customer
KYS	Know Your Supplier
LCY	Local Currency
LEED	Leadership in Energy and Environmental Design
LOB	Line of Business
LCs	Letters of Credit
MFIs	Microfinance Institutions
MIFID	Markets in Financial Instruments Directive
ML	Money Laundering
MSMEs	Micro, Small and Medium Enterprises
NBFI	Non-Banks Financial Institution
NBI	Net Banking Income
NDC	Nationally Determined Contributions
NGO	Non-governmental organization
NZBA	Net-Zero Banking Alliance
ORM	Operational Risk Manager
P&P	Policy and Procedure
PEEPs	Personal Emergency Evacuation Plans
PF	Project Finance
PV system	Photovoltaic System or Solar Power System
PWD	People with Disabilities
RWA	Risk Weighted Asset
S.A.E.	Egyptian Joint Stock Company
SASB	Sustainability Accounting Standards Board
SBTI	Science Based Targets initiative
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
TCFD	Task Force on Climate-Related Financial Disclosures
UBO	Ultimate Beneficial Owners
UNEP-FI	United Nations Environment Program Finance Initiative
UNGC	United Nations Global Compact
UNSDGs	United Nations Sustainable Development Goals
VOC	Voice of Customer

GRI INDEX.

Statement of use	CAE has reported the information cited in this GRI content index for the period January 1st 2023 till December 31st 2023 in accordance to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Discloser	Section	Reason of Omission	Page
GRI 2: General Disclosures 2021			
2-1 Organizational details	About the Report		5
	Credit Agricole Egypt Overview		8
2-2 Entities included in the organization's sustainability reporting	About the Report		5
2-3 Reporting period, frequency and contact point	About the Report		5
2-4 Restatements of information	None		
2-5 External assurance	Assurance Letter		169
2-6 Activities, value chain and other business relationships	Credit Agricole Egypt Overview		8
	Credit Agricole Egypt Banking Solutions		72
	Ethical Procurement		134
2-7 Employees	Empowering our Workforce		110
2-8 Workers who are not employees		Information Incomplete/ Unavailable	

GRI Discloser	Section	Reason of Omission	Page
2-9 Governance structure and composition	Sustainability Governance		32
	Governance Structure		46
2-10 Nomination and selection of the highest governance body	Board Nomination and Selection		47
2-11 Chair of the highest governance body	Credit Agricole Egypt Overview		8
	Governance Structure		46
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance		32
	Governance Structure		46
2-13 Delegation of responsibility for managing impacts	Governance Structure		46
2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance		32
2-15 Conflicts of interest	Governance Structure		46
	Conflict of Interest: Monitoring across the Board		49
2-16 Communication of critical concerns	Building Integrity and Trust		53
	Whistleblowing		56
2-17 Collective knowledge of the highest governance body	Collective Board Knowledge of Sustainability		32

GRI Discloser	Section	Reason of Omission	Page
2-18 Evaluation of the performance of the highest governance body	Board Evaluation		49
2-19 Remuneration policies	Board Evaluation		49
	Governance, Nomination, and Remuneration Committee		52
2-20 Process to determine remuneration	Governance, Nomination, and Remuneration Committee		52
	Fostering Diversity and Inclusion		112
2-21 Annual total compensation ratio		Information Incomplete/ Unavailable	
2-22 Statement on sustainable development strategy	Strategic Sustainability Approach		30
2-23 Policy commitments	Strategic Sustainability Approach		30
	Governance and Ethical Standards		44
2-24 Embedding policy commitments	Human Rights Protection		67
	Ethical Procurement		134
	Data Privacy & Security		62
	Employee Health and Safety		121

GRI Discloser	Section	Reason of Omission	Page
2-25 Processes to remediate negative impacts	Human Rights Protection		67
	Environmental Footprint and Climate Resilience		136
	Employee Voice and Satisfaction		120
2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing		56
	Employee Voice and Satisfaction		120
2-27 Compliance with laws and regulations	Compliance		54
2-28 Membership associations	Awards and Memberships		19
2-29 Approach to stakeholder engagement	Stakeholder Engagement Process		36
2-30 Collective bargaining agreements	CAE acknowledge that employees have the right to collective bargaining.		
GRI 3: Material Topics 2021			
3-1 Process to determine material topics	Materiality Assessment Process and Management Approach		39
3-2 List of material topics	Materiality Assessment Process and Management Approach		39
3-3 Management of material topics	Materiality Assessment Process and Management Approach		39

GRI Discloser	Section	Reason of Omission	Page
GRI 201: Economic Performance 2016			
201-1 Direct economic value generated and distributed	Financial Highlights		96
201-2 Financial implications and other risks and opportunities due to climate change	Sustainable Finance Efforts		92
	Sustainable Climate Policy		93
201-3 Defined benefit plan obligations and other retirement plans	Nurturing Employee Well-being		118
201-4 Financial assistance received from government		Not Applicable	
GRI 202: Market Presence 2016			
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Fostering Diversity and Inclusion		112
202-2 Proportion of senior management hired from the local community	Fostering Diversity and Inclusion		112
GRI 203: Indirect Economic Im			
203-1 Infrastructure investments and services supported	Sustainable Finance Efforts		92
	Marketing and Communication for Varied Client Segments		128
	Community Development and Social Responsibility		130
203-2 Significant indirect economic impacts	Community Development and Social Responsibility		130

GRI Discloser	Section	Reason of Omission	Page
GRI 204: Procurement Practices 2016			
204-1 Proportion of spending on local suppliers	Ethical Procurement		134
GRI 205: Anti-corruption 2016			
205-1 Operations assessed for risks related to corruption	CAE asses its operations for risks related to corruption		
205-2 Communication and training about anti-corruption policies and procedures	Policy Approval and Communication		53
	Supporting Continuous Learning and Development		116
205-3 Confirmed incidents of corruption and actions taken	Supporting Continuous Learning and Development		116
GRI 206: Anti-competitive Behavior 2016			
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Compliance		54
GRI 207: Tax 2019			
207-1 Approach to tax		Not Applicable	
207-2 Tax governance, control, and risk management		Not Applicable	

GRI Discloser	Section	Reason of Omission	Page
207-3 Stakeholder engagement and management of concerns related to tax		Not Applicable	
207-4 Country-by-country reporting		Not Applicable	
GRI 301: Materials 2016			
301-1 Materials used by weight or volume			
301-2 Recycled input materials used	Resource Optimization		138
301-3 Reclaimed products and their packaging materials		Not Applicable	
GRI 302: Energy 2016			
302-1 Energy consumption within the organization	Resource Optimization		138
302-2 Energy consumption outside of the organization		Information Unavailable/Incomplete	
302-3 Energy intensity			
302-4 Reduction of energy consumption	Resource Optimization		138
302-5 Reductions in energy requirements of products and services		Information Unavailable/Incomplete	

GRI Discloser	Section	Reason of Omission	Page
GRI 303: Water and Effluents 2018			
303-1 Interactions with water as a shared resource	Resource Optimization		138
303-2 Management of water discharge-related impacts	Resource Optimization		138
303-3 Water withdrawal		Information Incomplete/Unavailable	
303-4 Water discharge		Information Incomplete/Unavailable	
303-5 Water consumption	Resource Optimization		138
GRI 304: Biodiversity 2016			
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.	
304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.	
304-3 Habitats protected or restored		Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.	
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.	

<i>GRI Discloser</i>	<i>Section</i>	<i>Reason of Omission</i>	<i>Page</i>
GRI 305: Emissions 2016			
305-1 Direct (Scope 1) GHG emissions	GHG Emissions		136
305-2 Energy indirect (Scope 2) GHG emissions	GHG Emissions		136
305-3 Other indirect (Scope 3) GHG emissions			
305-4 GHG emissions intensity			
305-5 Reduction of GHG emissions	GHG Emissions		136
305-6 Emissions of ozone-depleting substances (ODS)		Not Applicable	
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Not Applicable	
GRI 306: Waste 2020			
306-1 Waste generation and significant waste-related impacts	Resource Optimization		138
306-2 Management of significant waste-related impacts	Resource Optimization		138

<i>GRI Discloser</i>	<i>Section</i>	<i>Reason of Omission</i>	<i>Page</i>
306-3 Waste generated	Resource Optimization		138
306-4 Waste diverted from disposal	Resource Optimization		138
306-5 Waste directed to disposal		Information Incomplete/Unavailable	
GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	Ethical Procurement		134
308-2 Negative environmental impacts in the supply chain and actions taken	Ethical Procurement		134
GRI 401: Employment 2016			
401-1 New employee hires and employee turnover	Fostering Diversity and Inclusion		112
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Nurturing Employee Well-being		118
401-3 Parental leave	Nurturing Employee Well-being		118
GRI 402: Labor/Management Relations 2016			
402-1 Minimum notice periods regarding operational changes	Fostering Diversity and Inclusion		112

<i>GRI Discloser</i>	<i>Section</i>	<i>Reason of Omission</i>	<i>Page</i>
GRI 403: Occupational Health and Safety 2018			
403-1 Occupational health and safety management system	Employee Health and Safety		121
403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety		121
403-3 Occupational health services	Employee Health and Safety		121
403-4 Worker participation, consultation, and communication on occupational health and safety		Information Incomplete/ Unavailable	
403-5 Worker training on occupational health and safety	Employee Health and Safety		121
403-6 Promotion of worker health	Nurturing Employee Well-being Comprehensive Health-care Coverage		118
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety		121
403-8 Workers covered by an occupational health and safety management system	Employee Health and Safety		121
403-9 Work-related injuries	Employee Health and Safety		121
403-10 Work-related ill health	Employee Health and Safety		121

<i>GRI Discloser</i>	<i>Section</i>	<i>Reason of Omission</i>	<i>Page</i>
GRI 404: Training and Education 2016			
404-1 Average hours of training per year per employee	Supporting Continuous Learning and Development		116
404-2 Programs for upgrading employee skills and transition assistance programs	Supporting Continuous Learning and Development		116
404-3 Percentage of employees receiving regular performance and career development reviews	Supporting Continuous Learning and Development		116
GRI 405: Diversity and Equal Opportunity 2016			
405-1 Diversity of governance bodies and employees	Board of Directors		46
405-2 Ratio of basic salary and remuneration of women to men		Confidentiality Constraints	
GRI 406: Non-discrimination 2016			
406-1 Incidents of discrimination and corrective actions taken	Fostering Diversity and Inclusion		112
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		Information Incomplete/ Unavailable	
GRI 408: Child Labor 2016			
408-1 Operations and suppliers at significant risk for incidents of child labor	Ethical Procurement		134

<i>GRI Discloser</i>	<i>Section</i>	<i>Reason of Omission</i>	<i>Page</i>
GRI 409: Forced or Compulsory Labor 2016			
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethical Procurement		134
GRI 410: Security Practices 2016			
410-1 Security personnel trained in human rights policies or procedures		Information Incomplete/ Unavailable	
GRI 411: Rights of Indigenous Peoples 2016			
411-1 Incidents of violations involving rights of indigenous peoples		Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.	
GRI 413: Local Communities 2016			
413-1 Operations with local community engagement, impact assessments, and development programs	Uplifting Social and Environmental Impact		126
413-2 Operations with significant actual and potential negative impacts on local communities			
GRI 414: Supplier Social Assessment 2016			
414-1 New suppliers that were screened using social criteria	Ethical Procurement		134
414-2 Negative social impacts in the supply chain and actions taken	Ethical Procurement		134

<i>GRI Discloser</i>	<i>Section</i>	<i>Reason of Omission</i>	<i>Page</i>
GRI 415: Public Policy 2016			
415-1 Political contributions		Not Applicable	
GRI 416: Customer Health and Safety 2016			
416-1 Assessment of the health and safety impacts of product and service categories		Not Applicable	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Not Applicable	
GRI 417: Marketing and Labeling 2016			
417-1 Requirements for product and service information and labeling		Information Incomplete/ Unavailable	
417-2 Incidents of non-compliance concerning product and service information and labeling		Information Incomplete/ Unavailable	
417-3 Incidents of non-compliance concerning marketing communications		Information Incomplete/ Unavailable	
GRI 418: Customer Privacy 2016			
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Compliance		54



INTEGRATED REPORTING (IR) FRAMEWORK INDEX.

Guiding Principles	Our Approach	Reference
Strategic Focus and Future Orientation	This Report is designed to showcase CAE’s forward- looking strategy and approach to value generation. It includes comprehensive information about the execution of this strategy and the prospects for our performance.	Strategic Sustainability Approach Capital Synergies for Value Creation
Connectivity of Information	This Report establishes a coherent link between CAE’s operational context, strategy, and performance.	Strategic Sustainability Approach Capital Synergies for Value Creation
Stakeholder Relationships	This Report acknowledges our primary stakeholder groups, delves into our relationship dynamics with those stakeholders groups, and examines the value generated or impacted for distinct stakeholders.	Stakeholder Engagement Process
Materiality	This Report centers its focus on the areas that hold the greatest impact on CAE and its stakeholders. Our materiality assessment in the report reflects the latest evaluation.	Materiality Assessment Process and Management Approach
Conciseness	This Report serves as a self-contained document, offering stakeholders information to shape their perspectives and make informed decisions.	About the Report

Guiding Principles	Our Approach	Reference
Reliability and Completeness	All information in this Report is reviewed internally, approved by the Board, and has been externally assured before publication.	Governance and Ethical Standards Assurance Letter
Consistency and Comparability	This is CAE’s third Integrated Report using the <IR> framework in which data comparison to the previous year’s performance is shown when applicable.	About the Report

Content Elements	Reference
Organizational Overview and External Environment	Credit Agricole Egypt Overview
Governance	Governance and Ethical Standards Sustainability Governance
Business Model	Credit Agricole Egypt Overview • CAE Business Model Credit Agricole Egypt Banking Solutions Capital Synergies for Value Creation
Risk and Opportunities	Governance and Ethical Standards • Risk Management Capital Synergies for Value Creation
Strategy and Resources Allocation	Strategic Sustainability Approach Credit Agricole Egypt Overview • CAE Business Model Capital Synergies for Value Creation
Performance	Credit Agricole Egypt Overview • CAE Business Model Credit Agricole Egypt Banking Solutions Capital Synergies for Value Creation
Outlook	About the Report
Basis of Preparation and Presentation	About the Report

UNGC PRINCIPLES.

Principles	Description	Section	Page
Human Rights			
Principle 1	Businesses should support and respect the protection of international human rights.	Governance and Ethical Standards Human Rights Protection	44 67
Principle 2	Businesses should make sure they are not complicit in human rights abuses.	Governance and Ethical Standards Human Rights Protection	44 67
Labor			
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Currently CAE does not disclose this KPI, but we are actively developing its measurement approach as we do acknowledge that employees have the right to collective bargaining and freedom of association.	NA
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labor	Uplifting Social and Environmental Impact Ethical Procurement	126 134
Principle 5	Businesses should uphold the effective abolition of child labor	Uplifting Social and Environmental Impact Ethical Procurement	126 134
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Empowering our Workforce Fostering Diversity and Inclusion	112

Principles	Description	Section	Page
Environment			
Principle 7	Businesses should support a precautionary approach to environmental challenges.	Uplifting Social and Environmental Impact Environmental Footprint and Climate Resilience	126 136
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility	Credit Agricole Egypt Banking Solutions Corporate Banking ESG Activities	72 89
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Uplifting Social and Environmental Impact Environmental Footprint and Climate Resilience Credit Agricole Egypt Banking Solutions - Remittances: Facilitating Connectivity Through Seamless Transactions Challenges Facing Remittances' Operations - MSMEs: Extending Support For Small Businesses - MSME Digital Workflow	126 136 72 82 86
Anti-Corruption			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Governance and Ethical Standards Code of Ethics	44 53

SASB COMMERCIAL BANKS.

Accounting Metric	Section	Page
Data Security		
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	-	NA
Description of approach to identifying and addressing data security risks	Data Privacy and Security	62
Financial Inclusion and Capacity Building		
(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	MSMEs: Extending Support For Small Businesses – MSME Loans	84
(1) Number and (2) amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	-	NA
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Financial Inclusion: Empowering Through Inclusive Financial Solutions – Financial Inclusion Initiatives	79
Incorporation of ESG Factors in Credit Analysis		
Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis	Strategic Sustainability Approach	30
	Corporate Banking ESG Activities	89
Business Ethics		
Description of whistleblower policies and procedures	Governance and Ethical Standards	44
	Whistleblowing	56

INDEPENDENT LIMITED ASSURANCE LETTER.

TO THE BOARD OF DIRECTORS CRÉDIT AGRICOLE EGYPT

Dcarbon for Environmental Consultancy (DCarbon) is a sustainability consultancy firm registered under Egyptian law no-159 for 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.

Crédit Agricole Egypt (CAE) engaged Dcarbon to perform an Independent Limited Assurance review for the consolidated Integrated report covering the year starting January 1st, 2023, and ending December 31, 2023 ('the Report').

ENGAGEMENT SUMMARY

Scope of DCarbon assurance engagement: Whether the year 2023 information, data, and narrative presented in the Report are fairly presented in accordance with the reporting criteria.

Reporting criteria: The Integrated Reporting Framework <IR> 2021 and the GRI Sustainability Reporting Standards (GRI Standards 2021).

Assurance level: Limited assurance.

Respective responsibilities: CAE Management is responsible for preparing the report content per the reporting criteria and selecting the disclosures to be verified. DCarbon, on the other hand, 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.

CAE 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 further includes the internal controls, which management has determined necessary to prepare an Integrated report free from misstatement, whether due to fraud or error.

DCarbon's engagement with CAE has revealed the active and integral role of CAE's leadership and management in governing the release of this report. Their commitment and involvement, along with the dedicated sustainability team and departmental focal persons, have significantly contributed to the quality of this report, demonstrating commitment to sustainability.

ASSURANCE SCOPE, BOUNDARY, AND LIMITATIONS

The Scope covers CAE Governance, Business 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 and 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 the year starting January 1st, 2023, and ending December 31, 2023, per the GRI Standards and <IR> Framework.

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 CAE.
- 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 and abiding by our values of integrity, confidentiality, professional competence, objectivity, and due attention.

The nature, timing, and extent of procedures followed were based on the rounds of engagement with relevant departments and senior management at CAE and 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, and developing the relevant systems for the reported data.

Ms. Mayar Farag, Ms. Nour Ahmed, and Ms. Nour Alaa, DCarbon's Sustainability analysts, supported aligning GRI standards and <IR> framework, data mining, and verifications.

ASSURANCE ACTIVITIES INCLUDED PROCEDURES TO OBTAIN EVIDENCE ABOUT THE RELIABILITY OF THE DISCLOSURES

- Interview the employees delegated by CAE regarding the 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 CAE.
- Review of materiality and stakeholders' engagement process deployed by CAE.
- Evaluation of the processing and monitoring of data collection for GRI disclosures and <IR> framework requirements.
- 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 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 2023 Integrated report information and data are not fairly presented in accordance with the reporting criteria. **This GRI in Accordance Report meets all the GRI Standards and <IR> Framework requirements.**

DR. *Abdhalaby*





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