



# ***HORIZONS***

SHAPING A SUSTAINABLE  
FUTURE



# TABLE OF CONTENTS

05

About The Report

06

Table of Acronyms

10

A word from the Managing Director

15

Crédit Agricole Egypt at A Glance

A Universal Banking Group  
A Glimpse of CAE  
A Value Creating Business Model  
Our EESG Highlights  
Awards  
Partnerships and Memberships

31

The Power of Governance

Governance at CAE  
Board of Directors  
Board Committees  
Sustainability Governance  
Responsible Business Culture  
Human Rights Protection

53

CAE Sustainability Approach

Impact Strategy 2022  
Value-Creating Model  
Sustainable Finance  
Customer Centricity  
Stakeholder Engagement  
Materiality Assessment  
Strategic Risk Management

89

CAE Capitals

*Economic Capital*

Financial Capital  
Intellectual Capital  
Manufacture Capital

*Social Capital*

Human Capital  
Social and Relational Capital

*Environmental Capital*

Natural Capital

151

Value Offerings

Empowering MSMEs  
Retail Banking  
Corporate Banking  
Remittances

181

International and National Commitments

186

GRI Index

198

Compliance with Integrated Reporting (IR) Framework

200

DCarbon Assurance Letter



# 01



## About The Report

### Scope of The Report

This report represents the second integrated sustainability report for Crédit Agricole Egypt (CAE), which is an Egyptian Joint Stock Company (S.A.E.). The report provides stakeholders with comprehensive information about the financial performance of the Bank and its sustainability-related activities.

### Reporting Guidelines

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

### Reporting Period

The report covers a span of three fiscal years, from January 2020 to December 2022, highlighting the Bank's initiatives and achievements during this period, in addition to any other efforts undertaken beyond this timeframe and are significant to any of the report sections.

### Forward-looking Statement

CAE's Integrated Report 2020-2022 incorporates various forward-looking statements that pertain 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, future developments, and performance may undergo significant changes due to predictable and unpredictable risks and challenges.

Throughout the report, the terms "CAE", "the Bank", and "We" are used to refer to Crédit Agricole Egypt.

## Table of Acronyms

Acronym/initialism	Meaning
<b>ACA</b>	Administrative Control Authority
<b>ALCO</b>	Asset Liability Committee
<b>AML</b>	Anti-Money Laundering
<b>B2B</b>	Business to business
<b>BCP</b>	Business Continuity Plans
<b>BKMS</b>	Business Keeper Monitoring System
<b>BoD</b>	Board of Directors
<b>BPI</b>	Bank Policy Institute
<b>CA Group</b>	Crédit Agricole Group
<b>CACIB</b>	Crédit Agricole Corporate and Investment Bank
<b>CAE</b>	Crédit Agricole Egypt
<b>CAE FS</b>	Crédit Agricole Egypt Financial Services
<b>CAE MTP</b>	Crédit Agricole Egypt Medium-Term Plan
<b>CAPEX</b>	Capital Expenditure
<b>CASA</b>	Civil Aviation Safety Authority
<b>CBE</b>	Central Bank of Egypt
<b>CBS</b>	Core Banking Solution
<b>CD</b>	Certificate of Deposit
<b>CFS</b>	Compliance Finance Security
<b>CIOC</b>	Customer Information and Operations Center
<b>COO</b>	Chief Operations Officer
<b>CRI</b>	Customer Relationship Index
<b>CRI</b>	Customer Relationship Intelligence
<b>CRM</b>	Customer Relationship Management
<b>CRP</b>	Customer Rights Protection Unit

Acronym/initialism	Meaning
<b>CSR</b>	Corporate Social Responsibility
<b>CSV</b>	Creating Shared Value
<b>DDF</b>	Data Disclosure Framework
<b>E&amp;S</b>	Environmental and Social
<b>EBRD</b>	European Bank for Reconstruction and Development
<b>ECA</b>	Export Crédit Agency
<b>EESG</b>	Economic, Environmental, Social and Governance
<b>EGP</b>	Egyptian Pound
<b>EGX</b>	Egyptian Exchange
<b>E-KYC</b>	Electronic Know Your Customer Application
<b>EMEA</b>	Europe, the Middle East and Africa
<b>EMLCU</b>	Egyptian Money Laundering and Terrorist Financing Combatting Unit
<b>EPC</b>	Engineering, procurement and construction
<b>ESG</b>	Environmental, Social and Governance
<b>ESMS</b>	Environmental and Social Management System
<b>EU</b>	European Union
<b>EXCO</b>	Executive Committee
<b>FATF</b>	Financial Action Task Force
<b>FCY</b>	Foreign Currency
<b>FIU</b>	Financial Intelligence Unit
<b>FPU</b>	Fraud Prevention Unit
<b>FRA</b>	Financial Regulatory Authority
<b>FRED initiative</b>	CSR initiative initiated by Crédit Agricole group to support sustainability efforts.
<b>GAFI</b>	General Authority for Investment & Free Zones
<b>GHG</b>	Greenhouse Gas
<b>GIB</b>	Global Investment Banking



Acronym/initialism	Meaning
<b>GOAML</b>	Global Open Network for Anti-money laundering
<b>GRI</b>	Global Reporting Framework
<b>HR</b>	Human Resources
<b>IDCs</b>	Import Documentary Credits
<b>IFRS9</b>	Accounting standard published by the International Accounting Standards Board.
<b>IGL</b>	Integrated Global Logistics
<b>IIRC</b>	International Integrated Reporting Council
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>IPN</b>	Instant Payment Network
<b>IR Framework</b>	Integrated Reporting Framework
<b>IRO</b>	Investor Relations Officer
<b>ISO</b>	International Organization for Standardization
<b>ISPs</b>	Investment Services Providers
<b>IT</b>	Information Technology
<b>IUCN</b>	International Union for Conservation of Nature
<b>KPIs</b>	Key Performance Indicators
<b>KYC</b>	Know Your Customer
<b>KYS</b>	Know Your Supplier
<b>LCY</b>	Local Currency
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LOB</b>	Line of Business
<b>MCDR</b>	Misc for Central Clearing, Depository and Registry
<b>MFI</b>	Microfinance Institutions
<b>MIFID</b>	Markets in Financial Instruments Directive
<b>ML</b>	Money Laundering
<b>MSMEs</b>	Micro, Small and Medium Enterprises

Acronym/initialism	Meaning
<b>NBI</b>	Net Banking Income
<b>NDC</b>	Nationally Determined Contributions
<b>NGO</b>	Non-governmental organization
<b>NOx</b>	Nitrogen Oxides
<b>NZBA</b>	Net-Zero Banking Alliance
<b>ODS</b>	Ozone-Depleting Substances
<b>ORM</b>	Operational Risk Manager
<b>P&amp;P</b>	Policy and Procedure
<b>PEEPs</b>	Personal Emergency Evacuation Plans
<b>PF</b>	Project Finance
<b>PO</b>	Purchase Order
<b>PV system</b>	Photovoltaic System or Solar Power System
<b>PWD</b>	People with Disabilities
<b>RFX</b>	Request for X (X could be anything)
<b>RWA</b>	Risk Weighted Asset
<b>S.A.E.</b>	Egyptian Joint Stock Company
<b>SASB</b>	Sustainability Accounting Standards Board
<b>SBTI</b>	Science Based Targets initiative
<b>SDGs</b>	Sustainable Development Goals
<b>SMEs</b>	Small and Medium Enterprises
<b>Sox</b>	Sulfur Oxides
<b>TCFD</b>	Task Force on Climate-Related Financial Disclosures
<b>TF</b>	Terrorist Financing
<b>UBO</b>	Ultimate Beneficial Owners
<b>UNEP-FI</b>	United Nations Environment Program Finance Initiative
<b>UNGC</b>	United Nations Global Compact
<b>UNSDGs</b>	United Nations Sustainable Development Goals
<b>VOC</b>	Voice of Customer

## A Word from the Managing Director

### Exclusive Insights: Unveiling the Vision with Crédit Agricole Egypt's Managing Director

First and foremost, we are delighted to present the second integrated sustainability report to highlight our strategic journey and notable milestones accomplished in delivering value to our esteemed customers, shareholders, and the wider society and economy we serve.

Our second integrated report reflects the progress we have made in creating value and driving positive impact in the areas of sustainability and responsible business practices. It encapsulates the journey we have undertaken to integrate sustainability into our core operations and showcases our dedication to generating long-term value for all our stakeholders.

Guided by our Group's overarching vision and strategic direction, our carefully crafted strategy demonstrates our resilience in navigating market fluctuations and safeguarding our business's prosperity. Our sustainability approach revolves around the core objective of creating value for our

stakeholders. In line with the Integrated Reporting Framework, our value-creating model integrates the six key forms of capitals: financial, manufactured, intellectual, human, social and relational, and natural Capital. Publishing our second integrated sustainability report holds profound value on multiple fronts. It offers a comprehensive and holistic view of our performance, achievements, and impact, going beyond traditional financial reporting. By embracing integrated reporting, we demonstrate our commitment to transparency, accountability, and responsible business practices.

It enables stakeholders to gain deeper insights into how we create value while considering broader societal and environmental contexts. This report fosters trust and confidence among our stakeholders, including customers, shareholders, employees, regulators, and communities. It effectively communicates our strategy, risks, opportunities, and value creation initiatives, strengthening relationships, facilitating informed decision-making, and enhancing our reputation. Furthermore, it acts as a catalyst for continuous improvement, identifying areas of progress and opportunities for further growth and development. By holding ourselves accountable for sustainability commitments, the report stimulates a culture of innovation, resilience, and responsible practices.

### Jean-Pierre Trinelle

Crédit Agricole Egypt  
Managing Director





Our integrated reporting also showcases our alignment with global sustainability frameworks, such as the United Nations Sustainable Development Goals (SDGs), UN Global Compact (UNGC), Net Zero Banking Alliance, as well as national frameworks including Egypt's Vision 2030 and the CBE's Sustainable Finance Guiding Principles. It demonstrates our active contribution to addressing environmental and social challenges while creating shared value for all stakeholders.

In the realm of the Central Bank of Egypt's strategic priorities, financial inclusion and digital transformation have taken center stage. At Crédit Agricole Egypt, we play a key role in these vital areas, where we established the SMEs Department to provide specialized financial services and support tailored to the specific needs of the SMEs.

We have designed various programs, including medical programs and initiatives in collaboration with CBE to ensure accessibility and affordability for SMEs seeking financial assistance. We also have a separate plan for microfinance as a tool for achieving financial inclusion. Our plan focuses on partnering with reputable and creditworthy Microfinance Institutions (MFIs) to extend financial services to underserved communities and promote financial inclusion.

Following the CBE's decision to include microfinance lending as part of the allocated percentage for SME finance in Banks' total portfolios, we targeted and successfully financed the top 10 MFIs that meet the CBE's qualified criteria and comply with the regulations set by the Financial Regulatory Authority (FRA).



In addition, during the period 2020-2022, we have witnessed growth in the retail banking portfolio. This growth trajectory indicates our ability to attract retail borrowers and expand our lending activities. Our retail customer base predominantly comprises the youth demographic, specifically individuals aged between 30 and 50, which represents 60% of the total retail loans provided by the bank in 2022. In addition to catering to the youth segment, we also have achieved success in increasing the share of female customers within our retail loan portfolio.

Moreover, we embarked on an accelerated digital transformation journey to introduce an omnichannel approach, marking a pioneering move in the Egyptian banking sector. We are also working on launching a next-generation, state-of-the-art omnichannel interface that offers new and unique features catering to client needs with an innovative touch. This proactive approach ensures we remain at the forefront of the market, providing Egypt's best mobile banking application.

Simultaneously, we have joined the Instant Payment Network (IPN), a newly established local network powered by the Egyptian Banks Company. This network empowers customers to make instant fund transfers from any account in Egypt to any other account, credit card, wallet, or prepaid card within the country.

This groundbreaking step solidifies CAE's position as a pioneer, being among the first to offer instant payments through its Banki Mobile application, further cementing its leadership in digital services. At CAE, our strategy, Impact 2022, revolved around creating a profound impact on

our stakeholders. We believe in the transformative force of innovation and sustainability as the cornerstones of our Impact strategy. Through these guiding principles, we forge a path toward long-term success and a brighter future for all. We prioritize growth and customer satisfaction. Our relentless pursuit of innovation, coupled with a deep understanding of our customers' evolving needs, and fuels our quest for excellence.

By leveraging cutting-edge technology, delivering personalized experiences, and fostering enduring relationships, we aim to exceed expectations and drive sustainable growth. Through unwavering dedication to customer-centricity, we seek to create lasting value for our clients, enabling them to thrive and succeed. We recognize that our success is intricately linked to the well-being and development of our employees. By fostering a culture of diversity, inclusivity, and continuous learning, we empower our workforce to reach their full potential. Moreover, we actively engage with the community, championing initiatives that foster social progress, education, and environmental sustainability.

Through our actions, we strive to create a positive and lasting impact that extends far beyond the boundaries of our organization. Since actions speak louder than words, we invite you to read our second report that highlights how we create a tangible impact to our stakeholders.

# 02



## Crédit Agricole Egypt (CAE) At A Glance

---

- 2.1 A Universal Banking Group
- 2.2 A Glimpse of CAE
- 2.3 A Value Creating Business Model
- 2.4 Our EESG Highlights
- 2.5 Awards
- 2.6 Partnerships and Memberships



# A Universal Banking Group

In accordance with the provisions outlined in Investment Law No. 43/1974, CAE was established in 2006 as a member of the universal Crédit Agricole Group (CA Group) serving the best interests of clients and society.

CA Group is a leading partner in the French economy and one of the largest banking groups in the European Union. Moreover, it is the first European asset manager, the first bancassurer in France, the largest provider of financing to the French economy, and the tenth largest bank in the world.

With its strong cooperative and mutual roots, and a total of 145,000 employees and 8,700 retail bank branches in France and abroad, CA Group is a responsible and responsive bank that serves 53 million customers and 11.5 million mutual shareholders.

Through its integrated universal customer-centric retail banking model, CA Group supports its customers' projects in France and around the world, including day-to-day banking, home loans, consumer finance, savings, insurance, asset management, real estate, leasing and factoring, and corporate and investment banking.

CA Group is also recognized for its dynamic innovative corporate social responsibility policy which benefits the economy. This policy is based on a pragmatic approach that permeates across the Group and ensures employees engagement.

**N°1**  
Insurer in France

**N°1**  
Asset Manager in Europe

**10<sup>th</sup>**  
Largest global bank by balance sheet size

**N°1**  
Private investor in renewable energy in France

**N°1**  
Retail bank in the European Union

**N°1**  
Private provider of financing to the French economy



## A Glimpse on CAE

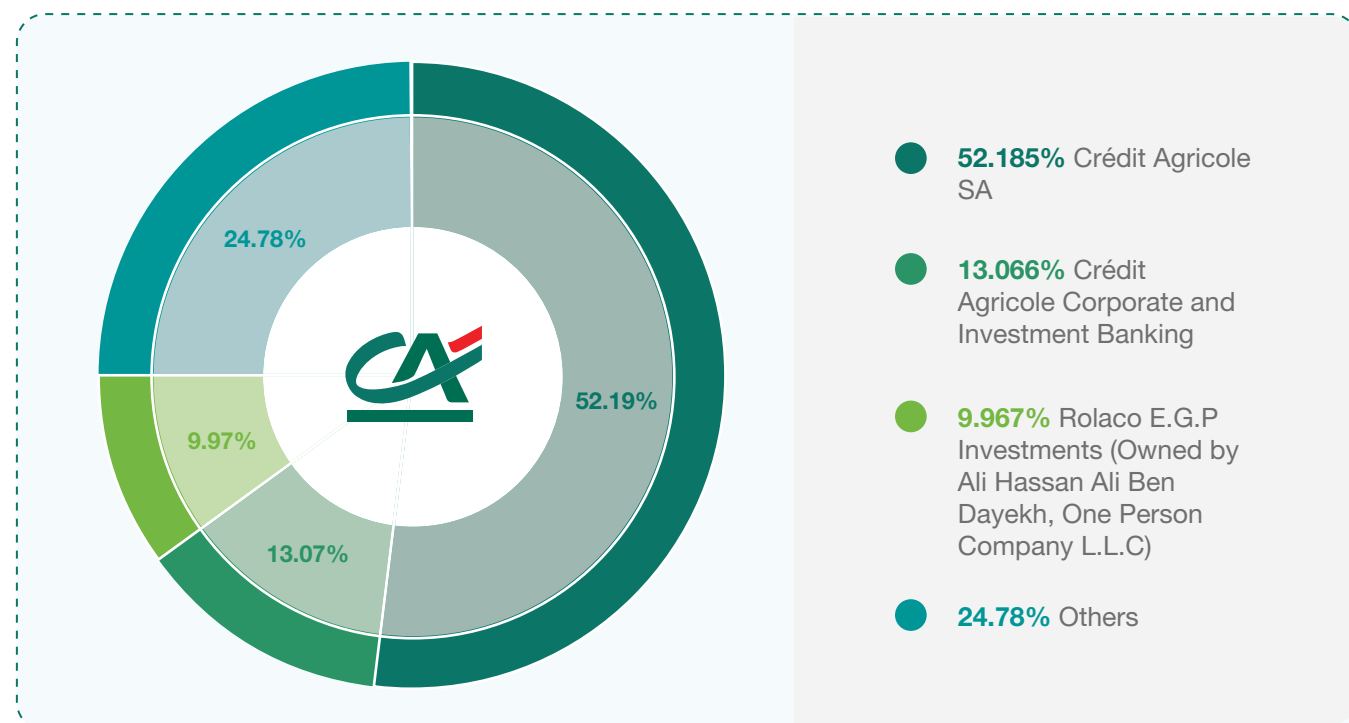
CAE has established itself as a prominent player in the economic scene since its launch in 2006, positioning itself as the leading European bank in Egypt. The Bank is committed to becoming a sustainable and innovation-driven leader, bringing its international expertise to the local market to serve its clients and drive sustainable development in line with Egypt's national priorities.

With a universal customer-centric model, CAE is "Working Every Day for Your Interest and for Society", serving a diverse spectrum of customers, including but not limited to individuals, MSMEs, enterprises, corporations, and the public sector.

The Bank prioritizes its customers' best interests and offers a wide range of services, tailored financial solutions, and sound advice to support its clients throughout their various and diverse needs. CAE was awarded several awards, among them the title of "The Most Innovative Bank in Egypt" for providing its customers with a convenient and a distinguished customer experience through its nationwide network of branches and its fully-fledged platform of digital services.

Additionally, the Bank is an active contributor to the local economy and is committed to supporting the development of the Egyptian community while maintaining and sustaining the environment.

## Shareholders Structure



## Our Mission

Setting new standards of banking in Egypt by capitalizing on innovation and sustainability across all our activities to offer long-term value for all our stakeholders.



## Our Vision

Creating a long-term positive impact for the Egyptian economy and local communities.



## Our Ambition

To become a leading innovation-driven sustainable bank in Egypt.

# A Value-Creating Business Model

Amidst a constantly evolving business environment, CAE is committed to positioning itself as a “Whole Bank Just For You”, by adopting a unique model of universal proximity in line with the Group’s vision. The Bank’s strategic objective is to achieve sustainable growth while adhering to its values of responsible banking, which benefit its diverse stakeholders, and aligning its business model with its set priorities, as outlined in the Group’s medium-term plan “Ambitions Strategies 2020”. The Bank has focused on increasing customer satisfaction and staff engagement, contributing to the local economy and community, and preserving the environment.

By prioritizing these key areas, CAE is able to build and maintain strong relationships with its customers and stakeholders while promoting sustainable growth. The Bank is dedicated to creating a positive impact on the community and environment, which is essential for its long-term success.



## 01 Corporate Banking

CAE is working diligently to providing top-notch services to large local groups, multinationals, and financial institutions through a team of senior bankers. The Bank’s expertise covers a broad range of areas, including Capital Markets, Structured Finance, Investment Banking, as well as traditional Corporate Banking services.



## 02 Enterprises Banking

CAE is dedicated to helping companies succeed by providing them with customized products, service offerings, and expert advice across various fields. The Bank’s specialized business centers offer active account management through a dedicated team solely focused on serving businesses and always prioritizing customers’ needs.



## 03 Banque Privée

For high-net-worth customers, CAE offers a personalized service that leverages the worldwide Group’s private banking experience and position to manage and safeguard their wealth.



## 04 Retail Banking

CAE provides a wide range of value-added products and services tailored to meet the evolving demands of its clients. The Bank has special packages to meet clients’ specific needs and lifestyles, considering their different life stages.

The Fidèle Club offers a unique banking experience to distinguished customers, providing them with priority service, preferential treatment, and professional guidance tailored to fit their goals and lifestyles. The Optime package offers solutions to those who have an active life with different commitments and ambitions, providing them with different solutions to make their lives easier.



## 05 Digital Services

CAE recognizes the immense value of digital transformation in driving business growth and delivering an elevated and modernized customer journey. As a top priority for the bank, digital transformation serves as a catalyst for innovation and efficiency.






By harnessing the power of technology, CAE aims to revolutionize its services and offerings, ultimately creating a more seamless and delightful customer experience. Through the integration of mobile applications, online banking, and phone banking, CAE empowers its customers with the flexibility to conduct their financial transactions from the convenience of their fingertips.

Mobile applications enable customers to manage their accounts, transfer funds, and make payments on-the-go, ensuring round-the-clock accessibility to banking services. Online banking further enhances customer convenience, providing a secure and user-friendly platform for various financial operations, from bill payments to account management. The digital landscape also opens doors to innovative financial solutions, offering personalized recommendations and tailored services based on customer preferences and financial behavior.

In addition to digital platforms, CAE has established an extensive network of ATMs strategically located throughout Egypt. These ATMs complement the digital experience, ensuring that customers can access cash and perform essential banking tasks conveniently and swiftly.



### Value Creation

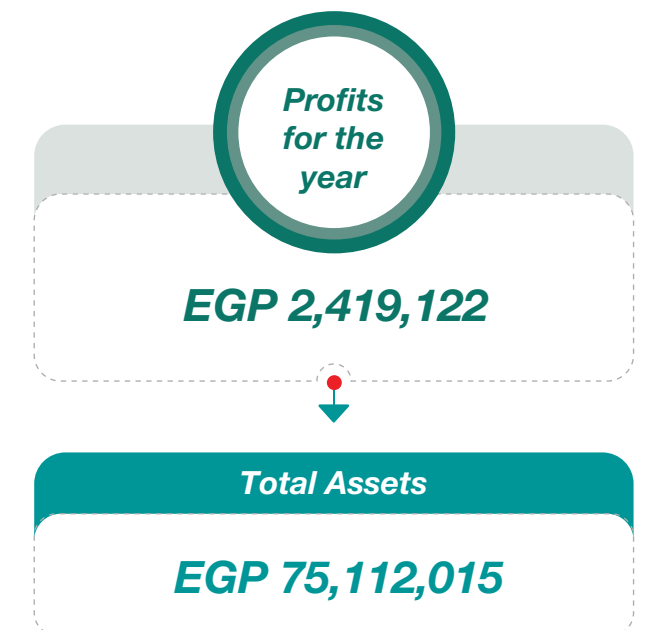
Business Line	Financial Capital	Intellectual Capital	Human Capital
 <b>Corporate Banking</b>	Revenue from lending, capital markets, and investment banking	Expertise in capital markets, structured finance, and more	Skills and knowledge of senior bankers
 <b>Enterprises Banking</b>	Revenue from fee-based services and interest income	Expert advice and specialized business centers	Dedicated team focused on serving businesses
 <b>Banque Privée</b>	Revenue from fee-based services and investment management	Leveraging Group's Private Banking experience	Expertise in managing and safeguarding high-net-worth wealth
 <b>Retail Banking</b>	Revenue from fee-based services and interest income	Design of customer-centric solutions	Friendly and professional guidance tailored to clients' needs
 <b>Digital Services</b>	Increased efficiency and cost reduction	Technological integration and innovation	Equipping our employees with digital skills.

## Our EESG Highlights

### Financial Capital

In a remarkable leap forward, profits at our bank witnessed an impressive surge of nearly 50% between 2021 and 2022, reaching a staggering EGP 2,419,122. This exceptional growth highlights the rapid improvement in our financial performance compared to the previous year. It is a testament to our unwavering commitment to excellence and our relentless pursuit of success. Our total assets have also experienced a substantial surge, standing tall at an impressive EGP 75,112,015. This notable increase further solidifies our position in the market and underscores our continued focus on expanding and strengthening our operational capacity.

### 2022 Highlights



### Intellectual Capital








In an extraordinary display of digital prowess, Banki Online, our online banking platform, shattered records with a remarkable total volume of transactions reaching a staggering 79,000 in 2022.

This significant milestone showcases the growing popularity and trust that customers have placed in our digital banking services. As the virtual gateway to seamless financial experiences, Banki Online continues to

revolutionize the way customers interact with their finances, empowering them with convenient and secure digital solutions.

Since its launch in 2018, Banki Wallet has swiftly established itself as a game-changer in the financial landscape. With an astounding total volume of transactions amounting to an impressive 606,000 in 2022, Banki Wallet has redefined the way individuals conduct their financial activities.

## 2022 Highlights

Digital Channel	Launching Year	Total Volume of Transactions - 2022
 <b>Alert</b> by Crédit Agricole	2009	
 <b>mobile</b> by Crédit Agricole	2016	<b>1500 K</b>
 <b>Online</b> by Crédit Agricole	2016	<b>79 K</b>
 <b>Business</b> by Crédit Agricole	2016	<b>140 K</b>
 <b>wallet</b> by Crédit Agricole	2018	<b>606 K</b>
 <b>Lite</b> by Crédit Agricole	2020	<b>79 K</b>
 <b>Chat</b> by Crédit Agricole	2022	

## Manufactured Capital

In a year marked by remarkable growth, our bank has forged ahead with an ambitious expansion plan, resulting in a robust network of 83 branches and a staggering 523 ATMs by the end of 2022.

This strategic expansion has not only bolstered our physical presence, but also reinforced our commitment to providing convenient access to financial services for our valued customers.

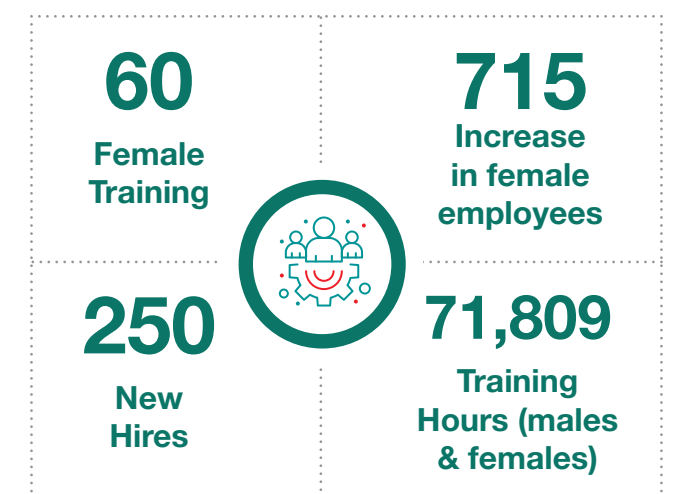


## Human Capital

Demonstrating our dedication to fostering inclusivity and providing equal opportunities, we have allocated resources to provide specialized training for 60 exceptional female employees. Through these targeted initiatives, we aim to unlock their full potential, nurture their skills, and cultivate a diverse and empowered workforce. Furthermore, our commitment to gender equality is reflected in the remarkable increase of 715 female employees within our bank. This notable growth showcases our steadfast efforts to bridge the gender gap, ensuring equal representation and creating an environment where talented women can thrive and advance in their careers.

our employees with the tools, knowledge, and competencies needed to stay ahead in a rapidly evolving industry. In addition to our commitment to nurturing talent within our existing workforce, we have also welcomed 250 new hires to our team. These fresh additions bring a wealth of diverse perspectives, expertise, and energy, further enriching our organizational fabric and propelling us towards new horizons of success.

In our pursuit of excellence, we leave no stone unturned in our commitment to continuous learning and development. The total training hours provided to both males and females speak volumes about our investment in building a knowledgeable and skilled workforce. With a cumulative total of 71,809 training hours, we equip



## Social and Relationship Capital

CAE is moving beyond the traditional approach of Corporate Social Responsibility and adopting the concept of creating Corporate shared value. By doing so, the Bank is actively working towards making a positive impact on society while also creating value for their business.

<b>CAE's Foundation Investments</b>			
	<b>Health</b>	<b>Education</b>	<b>Social Entrepreneurship</b>
<b>Total Investments in EGP</b>	<b>9 M</b>	<b>3.5 M</b>	<b>3.25 M</b>

## Natural Capital

The PV systems installed by CAE have resulted in significant environmental benefits. The Head Office PV system generates green power equivalent to the consumption of 305 households, saving 550,000 kilograms of CO2 equivalent annually, which is equivalent to saving 1,200 trees. Similarly, the 6th of October branch's PV system generates green power equivalent to the consumption of 105 households, saving 32,000 kilograms of CO2 emissions annually, which is equivalent to saving 420 trees.

PV System	Equivalent Households Powered	Annual CO <sub>2</sub> Emissions Saved	Equivalent Number of Trees Saved
<b>Head Office</b>	305 Households	550,000 kg	1,200 trees saved
<b>6<sup>th</sup> of October Branch</b>	105 Households	32,000 kg	420 trees saved



## Awards

CAE has been recognized with numerous prestigious awards for its commitment to working in the best interests of its customers and society, relying on the cornerstones of its strategy: sustainability and innovation. These awards not only acknowledge the Bank's efforts to create excellent customer relationships but also highlight the invaluable trust and satisfaction of its customers, which serve as the main drivers for the Bank's development plans to offer innovative solutions and meet the needs of both individual and corporate clients.

<b>2020</b>	• Best Mobile Banking Adaptive Website - Consumer Category (banki Lite) - Global Business Finance
	• The Digital Best Trade Finance Service - Corporate Category (Digital Trade Finance) - Global Business Finance
	• Most Innovative Retail Banking Product – Prepaid Card-Global Business Outlook
	• Most Innovative Digital Bank – Banki Platform-Global Business Outlook
<b>2021</b>	• Most Innovative Retail Banking Product - Global Business Outlook
	• Most Innovative Digital Bank - Global Business Outlook
	• Best Customer Satisfaction & Happiness - Global Banking and Finance Review
	• Best Corporate Governance - Global Banking and Finance Review
	• Best Digital Trade Finance Services Bank Award in Egypt
• Best Mobile Banking Application	
<b>2022</b>	• The Most Innovative Retail Banking App – Global Banking & Finance Review
	• Best Mobile Banking App – Global Finance
	• Best Performing Egyptian Bank 2022 - International Business Magazine.

## Partnerships and Memberships

Being a member of the globally renowned CA Group, CAE actively participates in numerous economic and business associations that contribute to its network and industry influence. The following list highlights some of these esteemed associations:

**Central Bank of Egypt Committees**

**Federation of Egyptian Banks Committees**

**Conseillers du Commerce**

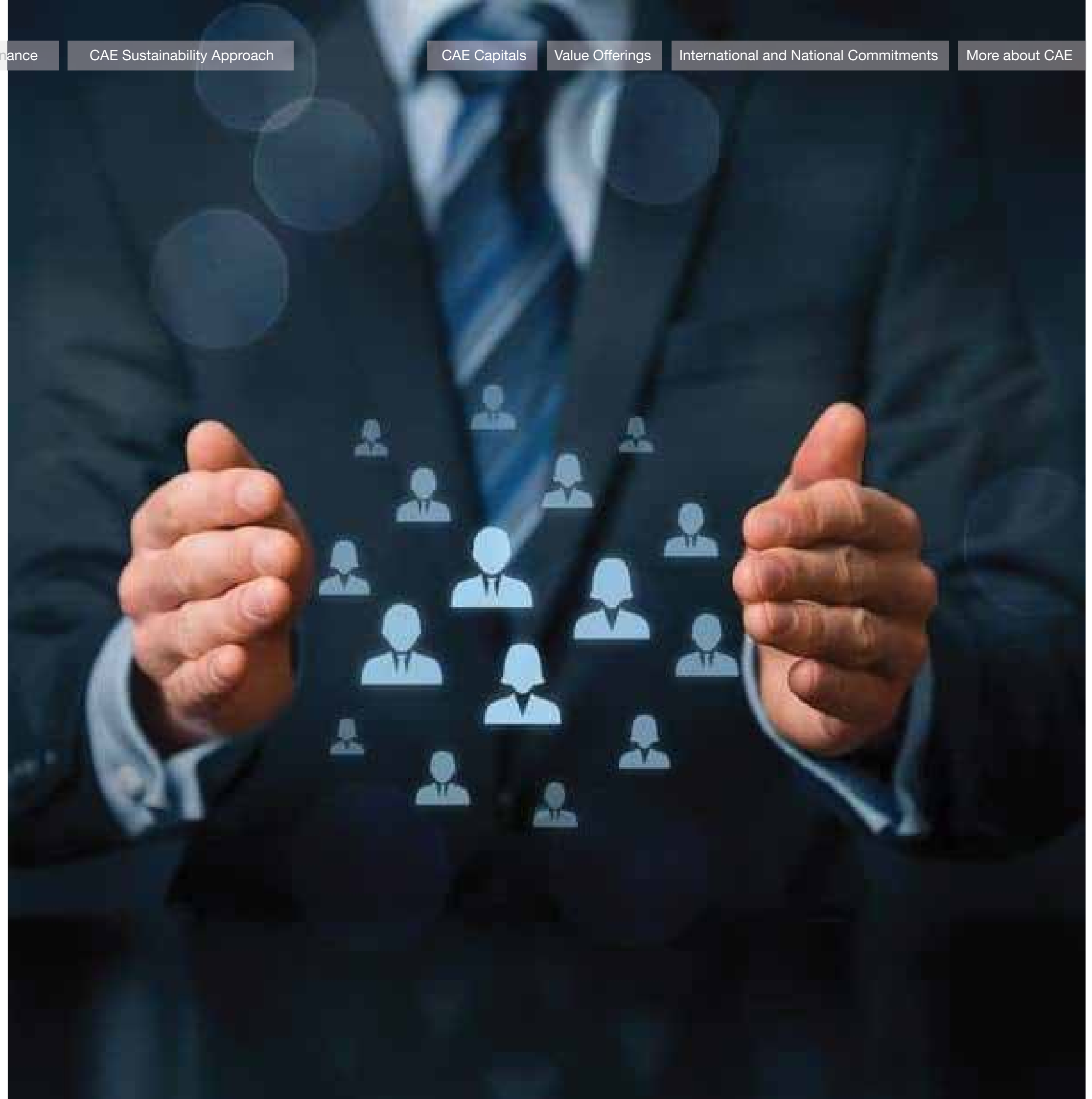
**Extérieur de la France**

**French Chamber of Industry and Commerce in Egypt**

**American Chamber of Commerce in Egypt**

**United Nations Environment Program- Finance Initiative (UNEP-FI) (being part of CA Group)**

**United Nations Global Compact (being part of CA Group)**



# 03



## The Power of Governance

---

- 3.1** Governance at CAE
- 3.2** Board of Directors
- 3.3** Board Committees
- 3.4** Sustainability Governance
- 3.5** Responsible Business Culture
- 3.6** Human Rights Protection



## Governance at CAE

As part of our dedication to sustainability, CAE places great importance on good governance practices that promote transparency, accountability, and ethical behavior. We believe that robust governance is essential for maintaining the trust of our stakeholders and ensuring the long-term success of our business. Our corporate Governance Department is responsible for management of the Board Directors and the Board Committees and General Assembly in order to ensure compliance with the regulations.

Corporate Governance Department in order to ensure Compliance with the Corporate Governance regulations acts as the coordinator with the Central Bank of Egypt, Financial Regulatory Authority and the Egyptian Stock Exchange as well as other authorities. The Corporate Secretary

who is also the Bank General Counsel is a member in the main Bank Committee; Executive Committee, General Management Committee, Senior Management Committee, Doubtful Committee, Fraud Committee, Sanction Committee, internal Control, and Compliance, bidding Committee and sustainability Committee in order to provide insight and guidance in Governance and legal matters.

In 2020, and during the Covid, the Bank held 8 Board meetings, Audit and Risk and Governance, Nomination and Remuneration Committees Meetings regularly and remotely as advised by the Central Bank of Egypt.

Corporate Secretary office also acts as the Alternate Investor Relation Officer with the EGX, providing updates and advice as relevant.



## Board of Directors

The Board of Directors (BoD) is responsible for providing oversight and guidance on strategic direction, financial management, and risk management. The board serves as a representative body of the organization's stakeholders, ensuring that the organization operates in the best interests of its shareholders, customers, employees, and the wider community.

The board has a fiduciary duty to ensure that the organization is managed effectively and efficiently, and that it complies with all applicable laws and regulations. The Board's role is crucial in creating a framework for sustainable growth and ensuring the long-term success of the organization. CAE's BoD consists of 10 members; One Executive Board member, and 9 Non-Executive:

**Mr. Osama Saleh** - Chairman of the board

**Mr. Michel Le Masson** – Non Executive Vice-Chairman

**Mr. Jean-Pierre Trinelle** – Managing Director - Executive

**Mr. Didier Reboul** - Non-Executive Board Member

**Mr. Paul Carite** - Non-Executive Board Member

**Mr. Jean Paul Kerrien** - Non-Executive Board Member

**Mr. Thierry Simon** - Non-Executive Board Member

**Dr. Ali Hassan Dayekh** - Non-Executive Board Member

**Dr. Adel Danish** - Independent Member

**Ms. Rania Gaafar** - Independent Member

## Board Committees

CAE's BoD includes three committees assisting in accomplishing the Bank's strategic goals. Each of these committees has a particular mission, composition, and duties assigned to them.

### Audit Committee

The Audit committee of CAE is responsible for ensuring compliance with banking laws, governance, and regulations of the Group. It also ensures that the Bank's internal policies and procedures are followed.

The main objective of the committee is to maintain a high level of clarity, transparency, and reliability in all financial statements. It works closely with the Bank's internal and external Auditors and legal on audit, compliance, risk, and financial matters, and presents recommendations to the BoD for approval. The Audit Committee members consists of:



**Dr. Adel Danish**  
Chairman of the Committee

**Mr. Paul Carite**  
Committee Member

**Mr. Didier Reboul**  
Committee Member

**Emmanuel Arribat**  
Expert

### Risk Committee

In accordance with the Bank's Governance Regulations, the primary goal of the Risk Committee is to support the BoD in carrying out its supervisory duties concerning business risk and the associated control processes, as well as the risk profile.

The committee is responsible for managing risk, assessing risk policies, and submitting recommendations to the Board.

The committee's efforts contribute to maintaining the bank's financial stability and protecting its reputation. The Risk Committee members consists of:



**Mr. Paul Carite**  
Chairman of the Committee

**Ms. Rania Gaafar**  
Committee Member

**Mr. Jean-Pierre Trinelle**  
Committee Member

## Governance, Nomination & Remuneration Committee

This Committee assists the Board with issues concerning its organization, policies, and procedures, as well as helping the Board comply with applicable regulations and attain the highest standards of corporate governance. Furthermore, the committee helps to determine compensation for Senior Management and Board Members.

The Governance, Nomination & Rumenration Committee members consists of:



**Mr. Michel Le Masson**  
Chairman of the Committee

**Mr. Jean Paul Kerrien**  
Non-Executive Board Member

**Dr. Adel Danish**  
Independent Member

## Criteria for Nominating and Selecting Highest Governance Body Members:

The process of obtaining approvals for selected nominees involves several steps as per CAE/Group standards, CAE compliance, Group compliance approvals, CAE Group fit and proper assessment followed by nomination committee and board approvals.

Subsequently, the nominee's eligibility is evaluated by the CBE, which includes scrutiny of their surveillance which includes scrutiny of the Administrative Control and Security Authorities and finally, the General Assembly provides the ultimate approval.

While the BoD approves the appointment of Directors Validation of the General Assembly is a must. According to regulations, diversity

is required in the form of at least 25% female representation among Board members. This ensures that a range of perspectives and experiences are brought to the table, promoting inclusivity and equality. As per regulations, a minimum of two independent board members are required, highlighting the importance placed on independence in corporate governance. Currently, there are four independent board members, indicating CAE's commitment to ensuring objectivity and impartiality in the decision-making process. By having diverse experts with varied backgrounds and experiences, the Board can make informed decisions that consider the economic, environmental, and social impacts of their actions.



The highest governance body of the Bank undergoes various measures to develop and enhance their collective knowledge of economic, environmental, and social topics. This includes induction for all board members, which covers the governance of the Bank and all line of businesses. Annual specialized compliance and board liability training is also conducted. Specific training is given to some board members depending

on their committee membership and needs, such as Audit/Risk Committee and Governance Committee membership.

Additionally, specific training is conducted on topics such as IFRS9. CA Group has lately been also conducting an annual training program that introduces the CA Group, compliance issues, sustainability, societal ESG, and climate change.

## Evaluating the Highest Governance Body Performance

The Board, CBE, and CA Group are all involved in the evaluation process. This evaluation is carried out in accordance with the Medium-Term Plan/Strategy that has been approved by the Board and is overseen by CBE and the CA Group.

CA Group supervises the process to ensure that all environmental and social issues are in compliance with CBE regulations/CA Group strategy. There is a self-assessment process conducted by the Board members regarding the evaluation of the highest governance body's performance.

During this process, the Board members assess their own performance and provide feedback on areas where improvements can be made while the Chairman also assesses the Board members and identifies training needs. In response to the evaluation of the highest governance body's performance, there are significant strides towards our sustainability goals that were taken.

One of the major achievements in this regard is the establishment of the new Sustainability Department, the new department has been set up with several dotted lines to different departments, including Finance, Governance, and Property, to ensure that sustainability considerations are integrated into all aspects of the organization's operations. The Sustainability Department also reports directly to the Managing Director as per CBE regulations, which enables CAE to coordinate and align efforts to achieve common sustainability objectives.

To ensure transparency and accountability, we have made it mandatory for the Sustainability Department to present reports annually to the Governance Committee or the Board.

This reporting mechanism enables us to track progress, identify areas for improvement, and make informed decisions to achieve our sustainability goals.



## Sustainability Governance

One of our key strategies is to enforce our positioning as a socially responsible bank and strengthen our brand visibility through various sustainability-focused initiatives. By doing so, we aim to inspire our stakeholders and promote sustainable practices across the banking industry.

We have also integrated 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.

### Executive Committee

The Executive Committee of CAE is responsible for establishing the Bank's sustainability strategy and endorsing the sustainability framework. Our Executive Committees include:



**Mr. Jean-Pierre Trinelle**  
Managing Director  
Committee Chairman

**Franck Senebier**  
Chief Operating Officer –  
Committee member

**Walie Lotfy**  
Deputy MD, Chief Commercial  
Officer - Committee member

**Ravinarayanan Iyer**  
Chief Financial Officer -  
Committee member

**Ashraf Abdel Wahab**  
Head of Capital Markets & Institutional  
Banking - Committee member

**Franck Flament**  
Chief Risk Officer -  
Committee member

**Amir Hakim**  
Chief Human Resources &  
Transformation Officer- Committee  
member

**Hala Ragab**  
General Counsel & Corporate  
Secretary - Committee member/  
Committee Secretary

## Sustainable Development Committee

Our governance structure includes a dedicated committee, headed by the Managing Director and composed of senior heads from the different departments that serve the pillars of sustainability - (ESG). This committee is responsible for evaluating and approving proposals for sustainable projects that align with our sustainability strategy and contribute to the well-being of our stakeholders.

In addition, the committee reviews activities, sets policies, defines priorities, and monitors the implementation of sustainability initiatives according to the set KPIs. The Sustainability Committee is also responsible

for suggesting and approving new initiatives relating to sustainability, in line with the best practices in the field. Additionally, the committee oversees the implementation of the FRED initiative, ensuring that its policies and practices are in line with our sustainability goals and values. The FRED initiative is a key part of our commitment to sustainability, and we believe that it will help us achieve our sustainability objectives.

To further strengthen our commitment to sustainability, we hold committee meetings quarterly, and this is subject to change based on the evolving needs of our stakeholders and the changing sustainability landscape.

### Communication And Sustainable Development Department

Reports to the Managing Director and sits within the hierarchy under the Head of Proximity Development and Innovation while also responsible for several key functions within the organization's governance structure that are critical to achieving sustainability goals.

It also overlooks the Sustainable Development Committee, which serves as a forum for discussing and making decisions on sustainable development initiatives.

Additionally, acting as the organizational focal point for integrating sustainability principles, ensuring that these principles are embedded into all areas of the organization's

operations. Delivering reports that assess progress towards CAE sustainability targets as well as developing and coordinating sustainability efforts and may propose new initiatives or campaigns to help the organization achieve its sustainability goals.

One more important aspect is to spread a culture of sustainability throughout the Bank, create a mindset where sustainability is seen as a core value and guiding principle for all activities. Also ensuring proper alignment with the Group Sustainable Development targets, working in close liaison with the FRED coordinator to ensure that the Bank's efforts are consistent with broader sustainability goals.

## Sustainability Champions Team

A group of 10 to 20 champions from diverse areas of the Bank are responsible for sharing knowledge and enforcing the implementation of various sustainability initiatives throughout the organization.

## Sustainable Lending Policy

To ensure the long-term sustainability of CAE, accelerating the transition to cleaner energy and consumption methods is essential. It is important to replace the current sources of energy with cleaner alternatives that emit fewer harmful emissions. Sustainable investing will play a

key role in shaping the future of investment. While there is still a long way to go in terms of minimizing emissions, maximizing efficiency, and accelerating the transition, CAE is committed to contributing to this challenge.

To this end, the Bank has developed a sustainable lending policy that takes into account the associated sustainability risks with lending and investment activities. In addition, ESG criteria have been incorporated into the lending decision-making process to help management make more informed and responsible decisions in light of the growing momentum of ESG risks. By taking these steps, CAE is working towards a more sustainable future that balances ESG factors in equal harmony.



# Responsible Business Culture

## Code of Ethics

CAE strongly upholds the core values and commitments of its parent company, CA Group, which has a rich history rooted in mutualist origins and a deep connection to French society.

The Group's unwavering dedication to customer focus, responsibility, and solidarity is the driving force behind its actions and

the cornerstone of its mission. To ensure that these values are deeply ingrained in every employee, a comprehensive onboarding training program is provided to all new hires as part of the Human Capital initiative. This program is designed to instill the Group's values and principles in each employee and to ensure that they are fully committed to upholding these values in their daily work.

## Conflict of Interest

A conflict of interest refers to a situation in which a person, company, or organization's decisions or judgment may be influenced or changed, compromising their independence and integrity, by personal considerations or external pressure from a third party.

CAE's Conflict of Interest Policy outlines the principles and measures necessary for combating corruption within the organization. The Policy contains two sets of rules, the first set outlines the obligations that must be followed by all management and employees of Group entities, irrespective of their activities, to maintain their independence and avoid potential conflicts of interest in their work with their entity and other Group entities.

The second set of the Policy outlines the obligations for entities subject to the European Directive on Markets in Financial Instruments (MIFID), which mandates the

formal regulation of conflict-of-interest management in investment firms and Investment Services Providers (ISPs).

MIFID requires relevant companies to maintain and apply effective organizational and administrative procedures aimed at taking reasonable measures to prevent conflicts of interest from harming their customers' interests and promoting market integrity. Compliance with the Policy's prevention principles and measures, which include adhering to Corporate Governance, Margin Policy, and Supplier Policy, is necessary to avoid conflicts of interest.

The Bank discloses Conflicts of Interest Policy to stakeholders, including cross-board membership, cross-shareholding with suppliers and other stakeholders, the existence of a controlling shareholder, and related party disclosures. During the approval process, Board members sign declarations

that include other Board memberships, current jobs, and cross-shareholding. The Nomination Committee and the Fit & Proper procedure analyze these declarations in accordance with applicable regulations. Compliance and CBE also check for conflicts of interest, and Board members must comply with insider trading rules. Related party dealings are disclosed in the annual general assembly, and all contracts are pre-authorized before Dealings are approved by the General Assembly. The companies' law prohibits voting by Related-parties on these transactions.



## Compliance

CAE upholds a culture of compliance and risk management throughout all aspects of their business operations. They prioritize providing their employees with the necessary tools and training to adhere to both local and international standards and regulations. As part of their efforts to achieve this, the Bank has implemented the "Smart Compliance" initiative, which involves automating certain compliance-related tasks to ensure more efficient and effective compliance. For example:

### Screening & Filtering Systems

To Processes operational alerts generated by centralized tools such as Ficrosoft File Filter (FFF), Ficrosoft Message Filter (FMF), Trade Finance automated Tool to comply with "International & Local Sanctions" (OFAC, Embargos, freezing of assets, etc.)

### Implementation of an Automated Whistleblowing Tool for Anti-corruption

To combat corruption, a whistleblowing automated tool has been introduced that enables employees to report any suspected unethical practices and safeguard whistleblowers from retaliation. This includes the launch of an anti-corruption compliance program aligned with international best practices, which has led to the Bank being awarded the ISO 37001:2016 Certification in Anti Bribery Management by Euro Compliance. In addition, currently under the renewal of the ISO 37001. These efforts have created a highly compliant business environment, supported by well-trained staff who can effectively respond to a variety of different situations. As a result of these efforts, no significant cases of corruption or fraud have been reported.

### Establishing a Process for Know Your Customer (KYC) Compliance for Both Individuals and Entities

To ensure compliance with KYC regulations, a workflow has been established for both individual and entity customers. This includes proper documentation and verification of identities to prevent money laundering and fraudulent activities.

### There are Other Additional Actions Taken on the Human Development Front, Which Includes But not Limited to:

- 01 Launching an eye-opener awareness campaign through tips emails to all staff members since 2019 to raise awareness about compliance issues.
- 02 Providing training to 87% of staff on the organization's anti-corruption and fraud policies and procedures, representing significant progress from +60% in 2018 and 54.5% in 2017, as reported under indicator 205-2. This helps ensure that all staff are aware of the policies and procedures in place to prevent corrupt practices and fraudulent activities.

CAE has taken significant steps towards fostering a culture of ethics and compliance within the organization. This includes the launch of an anti-corruption compliance program aligned with international best practices, which has led to the Bank being awarded the ISO 37001:2016 Certification in Anti-Bribery Management by Euro Compliance. In addition, currently under the renewal of the ISO 37001. These efforts have created a highly compliant business environment, supported by well-trained staff who can effectively respond to a variety of different situations. As a result of these efforts, no significant cases of corruption or fraud have been reported. CAE also ensures the highest standards of compliance across all its business activities, by implementing policies and procedures that are fully compliant with the FATF (40) Recommendations, the Wolfsberg Anti-Money Laundering principles, and the Basel Committee requirements.

CAE is also fully dedicated to complying with all relevant Egyptian laws and regulations, including those related to combating money laundering and Know Your Client (KYC) regulations. The Bank works closely with the CBE Money Laundering Unit to ensure that any suspicious activities are promptly reported.

By adhering to these high standards of compliance, CAE is able to maintain a strong reputation as a trusted and responsible financial institution. The Bank is committed to continuing to uphold these standards, and to working closely with regulatory authorities to ensure the highest level of compliance across all its operations.

## A Regulatory Compliance

Regulatory compliance team have an effective role in coordinating and monitoring compliance with the applicable laws and CBE regulations.

Compliance is an independent function, which has the responsibility of promptly escalating any raised issue or concern to Audit committee and group Compliance.

Some of the main measures are listed below:

1. Regulatory compliance team members are being familiar with the regulatory requirements that apply to the organization's industry and operations.
2. Coordinating with concerned parties in designing and implementing the policies and procedures.
3. Ensuring the banks is complying with the regulations by reviewing the gap analysis done for regulatory requirements.
4. Regulatory compliance officer reports violations of regulations to the concerned committees.

## B Controls Compliance

Controls compliance role is very critical and important role in the bank as it is the second level that ensures that the different bank departments and branches are complying with both regulatory and Group requirements.

This role safeguards the bank from the risk of breaching regulatory instructions and integrates as well in the bank strong internal control framework.



## C CAE- Smart/Native Compliance

The CAE Financial Services (CAE FS) aim to enhance business integrity, performance, and efficiency while complying with various regulations. The following solutions are being implemented to achieve these goals:

### KYC Review Period for Low Risk Customers

- Extend the KYC updating period for low-risk customers to every five years, aligned with Group & CBE regulations.
- Reduce the KYC Quota by 50% to facilitate accurate target achievement.
- Achieved 68% KYC completion, exceeding the 50% target.

### E-KYC (Electronic KYC Application)

- Under assessment, aligning with CAE MTP 2025 and CFS support.
- Proposed “partial” E-KYC for individual customers through Online Banking, attaching supporting documents.
- Selection of a preferred branch for completion, followed by a physical KYC visit.
- Enables easy KYC updates and non-financial banking operations, enhancing customer experience and digital transformation.

### Very High Risk Customers

- Implementing a new risk level “Very high risk” based on IGL recommendations.
- Requires annual KYC review due to heightened sensitivity.

### Adhering to CBE & Group Audit

- Adhering to CBE & IGL recommendations for automated risk categorization.
- Building an effective automated process based on customer profile, activity, residency, and official documents.
- Aims to minimize risks and human errors in classification.

### Compliance Workflows (Under Implementation)

- Creating automated workflows to monitor compliance activities, alerts, and assessments.
- Detects AML, fraud, corruption, and international sanctions.

**Compliance Workflows (Under Implementation)**

- Supports compliance, business integrity, and efficiency.
- Enhances staff compliance and simplifies processes.
- Goals include submission facilitation, monitoring, reporting, usability, security, scalability, and archiving.

**New Tool for Financial Crime Detection (DDF)**

- DDF is an enhanced version of the AML detection tool.
- Covers financing terrorism and money laundering with improved accuracy and reduced false alerts.
- Provides a structured workflow for alert processing and analysis, aiding investigations.
- Aids decision-making, automates recurring processes, and improves overall detection accuracy.



**Whistleblowing**

CAE has launched the BKMS tool on its website to facilitate whistleblowing alerts from customers, vendors, and suppliers while ensuring their identity, as well as the content of the alert and the person concerned, are protected. The main objective of this tool is to detect any conflict-of-interest scenarios, such as requests, offers, or acceptance of bribes or any other undue advantage, which may distort the proper performance of any duty or behavior required. This platform is accessible from anywhere, at any time, through the Bank’s website.

All information, including personal information, will be encrypted, and stored in a secure independent environment. Whistleblowers may choose to remain anonymous while exchanging the case with the person in charge of processing the alert through a secure “dialog box.” The launch of this tool reinforces the Bank’s commitment to anti-corruption measures and governance practices.



**Risk Management**

CAE takes a proactive approach to risk management by conducting credit analysis of corporate lending requests. The department drafts independent risk opinions for each LOB request, validates the counterparties’ risk rating and makes final recommendations to the Chief Risk Officer and to the weekly Credit Risk Committee chaired by the Managing Director (Risk assuming the Secretariat of this Committee, incl. drafting the Minutes). According to the delegation matrix in place, some credit requests are also sent to CA S.A./IDB Deal-flow team in Paris, for final approval.

In addition, the risk function coordinates with Compliance, Legal, and Credit Control to ensure compliance with CBE regulations and CASA Group standard operating procedures, updates credit policies whenever deemed necessary and performs regular credit portfolio reviews. To ensure timely and effective risk management, the risk function is in charge of detecting any early risk signals. Additionally, it follows up on discrepancies and anomalies of lending files and Past Due accounts and coordinates with Relationship managers on problematic accounts. Moreover, it defines every year, along with other Lines of Business, the Risk Strategy and Risk Appetite under which the Bank will operate.

CAE has always prioritized risk management and preparedness, which is evident from the Bank’s timely adoption of digital transformations. Even before the unforeseen circumstances of 2020, the Bank undertook precautions to mitigate the need for physical

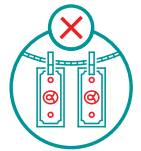
presence. The Bank implemented a CRM workflow and digital binder for weekly material distribution to facilitate remote access to crucial documents. In addition, the Bank adopted the Webex virtual meeting tool to ensure uninterrupted communication and collaboration among its employees, even in the absence of physical meetings.

Also, to maintain the skillset of its employees, the Bank shifted to virtual training and e-learning programs to continue their professional development. The Bank’s early adoption of digital transformations allowed it to operate efficiently and effectively during unforeseen circumstances and minimized the disruption to its operations and services.

These measures helped CAE maintain its commitment to providing high-quality services to its customers while ensuring the safety of its employees. The Bank’s quick adoption of these digital tools and initiatives highlights its dedication to innovation and preparedness for any challenges that may arise in the future.







## Anti-Money Laundering

CAE takes a rigorous and comprehensive approach towards preventing money laundering and complying with regulations, which are of utmost importance to maintain the trust of customers, regulators, and stakeholders. The Bank has put in place an extensive set of financial security policies and procedures that align with both group and local regulations to ensure the identification, assessment, and management of potential money laundering risks.

To ensure compliance with anti-money laundering regulations, CAE follows a multi-layered approach which includes customer due diligence measures, transaction monitoring, risk assessment and management, and ongoing staff training programs.

Customer due diligence measures require the Bank to verify the identity of customers, assess their financial activity, and monitor transactions to identify any suspicious activity. Transaction monitoring is conducted through automated systems that analyze large volumes of data and flag any unusual transactions or patterns that may indicate money laundering.

CAE's risk assessment and management program involves regular risk assessments of the Bank's products, services, and customers to identify potential money laundering risks and to develop appropriate controls and measures to mitigate those risks. The Bank also provides ongoing training to its staff to ensure they are aware of the latest regulations, risks, and best practices related to anti-money laundering.

By implementing these policies and procedures, CAE is striving to ensure that it operates in a responsible and compliant manner, and that it maintains the highest standards of financial integrity and security. The Bank's approach towards anti-money laundering demonstrates its commitment to serving its customers and stakeholders with the utmost care and responsibility.

As a part of CAE's commitment to preventing and detecting any potential anti-money laundering activities within its operations, the Bank employs a range of monitoring tools and technologies that are designed to identify and flag any suspicious transactions or patterns.

At the Group level, CA utilizes a sophisticated monitoring tool that enables it to monitor its global operations in real-time. This tool leverages advanced data analytics and machine learning algorithms to identify any potentially suspicious activity across multiple channels and systems.

CA Group also uses the Global Open Network for Anti-money laundering (GOAML) software, which is an advanced system designed to facilitate the reporting of suspicious transactions to regulatory authorities. This system enables the Bank to create and submit suspicious transaction reports to the Financial Intelligence Unit (FIU) in a standardized format,

in compliance with local and international regulations. GOAML helps the Bank to streamline the reporting process, reduce errors, and improve the quality of reports submitted to the authorities.

The GOAML software also enables CA to exchange information and intelligence with other financial institutions and law enforcement agencies, enhancing its ability to identify and prevent money laundering and terrorist financing activities.

By leveraging advanced technology such as GOAML, CA is able to stay ahead of emerging risks and maintain its strong commitment to financial security and integrity. As part of our commitment to combat money

laundering and terrorist financing, CA places great emphasis on the training and education of its employees. In line with this commitment, the Bank provides a variety of anti-money laundering training and workshops to its employees.

By providing these training and workshops, CA aims to equip its employees with the necessary knowledge and skills to identify and report suspicious transactions, as well as to ensure compliance with relevant laws and regulations.

The Bank recognizes the critical role of its employees in safeguarding the integrity of the financial system and is committed to ensuring that they receive ongoing support and education to fulfill this responsibility.





The number of training courses and workshops offered by CA varies depending on different factors such as segmentation and course types. These may include e-learnings or in-person workshops, which range from a minimum of one year to a maximum of three years.

CAE takes the issue of anti-money laundering (AML) and anti-corruption very seriously. To ensure that employees are aware of the risks associated with these issues, the Bank offers e-learning courses on anti-fraud and anti-corruption measures. Furthermore, the Fraud Prevention Unit (FPU) conducts regular sessions where both anti-fraud and anti-corruption measures are discussed with all CFS staff.

To ensure that its employees are aware of the potential risks and how to prevent them, the Bank has implemented several internal and external initiatives. One such initiative is an annual training plan that is set and scheduled by the HR team.

This training plan focuses specifically on AML and includes e-learning courses that all employees are required to complete. In addition to this, AML conducts three sessions every month for all CAE staff. These sessions cover the latest AML regulations, trends, and best practices, ensuring that all employees are up-to-date and knowledgeable.

To ensure that the board members are also aware of the importance of AML, the head of Compliance Finance Security (CFS) is responsible for conducting training sessions for them. This ensures that they have a clear understanding of the potential risks and can help guide the Bank's strategy to combat AML and corruption.

Through these internal and external initiatives, CAE is committed to fighting against AML and corruption. By educating its employees and ensuring that they have a clear understanding of the potential risks, the Bank can work towards building a more secure and transparent financial system.

## Human Rights Protection

CAE has a strong commitment to corporate social responsibility and is dedicated to promoting sustainable development and responsible business practices. In recognition of this commitment, the Bank has aligned its activities with the United Nations Global Compact, a voluntary initiative that promotes responsible corporate citizenship and sustainable development through 10 universally accepted principles in the areas of human rights, labor, the environment, and anti-corruption.

The human rights principles that CAE aligns with, include supporting and respecting the protection of internationally proclaimed human rights, ensuring that it is not complicit in human rights abuses, and promoting a culture of human rights within the company.

To ensure that it is meeting these principles, CAE has implemented a comprehensive human rights policy that outlines its commitment to respecting human rights and promoting a culture of dignity and respect within the company. The Bank also conducts human rights risk assessments to identify potential human rights impacts in its operations and supply chains and works to mitigate those risks through its due diligence processes and stakeholder engagement.

CAE commitment to the UNGC and its human rights principles reflects its strong dedication to promoting sustainable development and responsible business practices. By aligning with these principles, the Bank aims to create positive social and environmental impacts while also upholding its commitment to ethical business practices.



# 04

## CAE's Sustainability Approach

---

- 4.1 Impact Strategy 2022
- 4.2 Value-Creating Model
- 4.3 Sustainable Finance
- 4.4 Customer Centricity
- 4.5 Stakeholder Engagement
- 4.6 Materiality Assessment
- 4.7 Strategic Risk Management



# CAE's Impact Strategy 2022

Guided by the Group's overarching vision and strategic direction, our meticulously crafted strategy showcases our unwavering resilience in the face of market fluctuations, enabling us to effectively navigate potential risks and safeguard the prosperity of our business. Our Strategy is designed to ensure a consistent trajectory of future performance by leveraging our inherent strengths.

CAE's mission is thoughtfully devised to align with our desired market positioning while remaining adaptable to the ever-evolving external landscape. This adaptability is guided not only by our Group's vision but also by the dynamics of our national ecosystem, ensuring our sustained relevance and success. The executive management at CAE sought the engagement of its workforce to

actively contribute to the implementation of the new medium-term plan "Impact 2020-2022". The Impact plan fully aligns with CA Group's vision and values, providing a comprehensive framework that guides CAE's sustainability approach. The Cornerstones of our Impact Strategy are Innovation and Sustainability.

Under the Impact plan, CAE has established strategic pillars that will shape its future action plan, focusing on three main areas: growth and customer satisfaction, efficiency and compliance, and human capital and community. Each pillar encompasses a range of ambitious and innovative projects, all aimed at creating a sustainable impact in line with CAE's commitment to sustainability and responsible business practices.

**CAE's Medium-Term Plan**

**"To be a leading innovation-driven sustainable bank"**

CAE's strategy "Impact 2022" seeks to leverage the Bank's key strengths; namely innovation and sustainability, while ensuring complete alignment with the Group's strategy and values. *Impact 2022 is structured around three pillars:*

### Growth & Customer Satisfaction

Ensuring the growth of our business through innovation, enhanced client focus, and increased synergy with the Group.

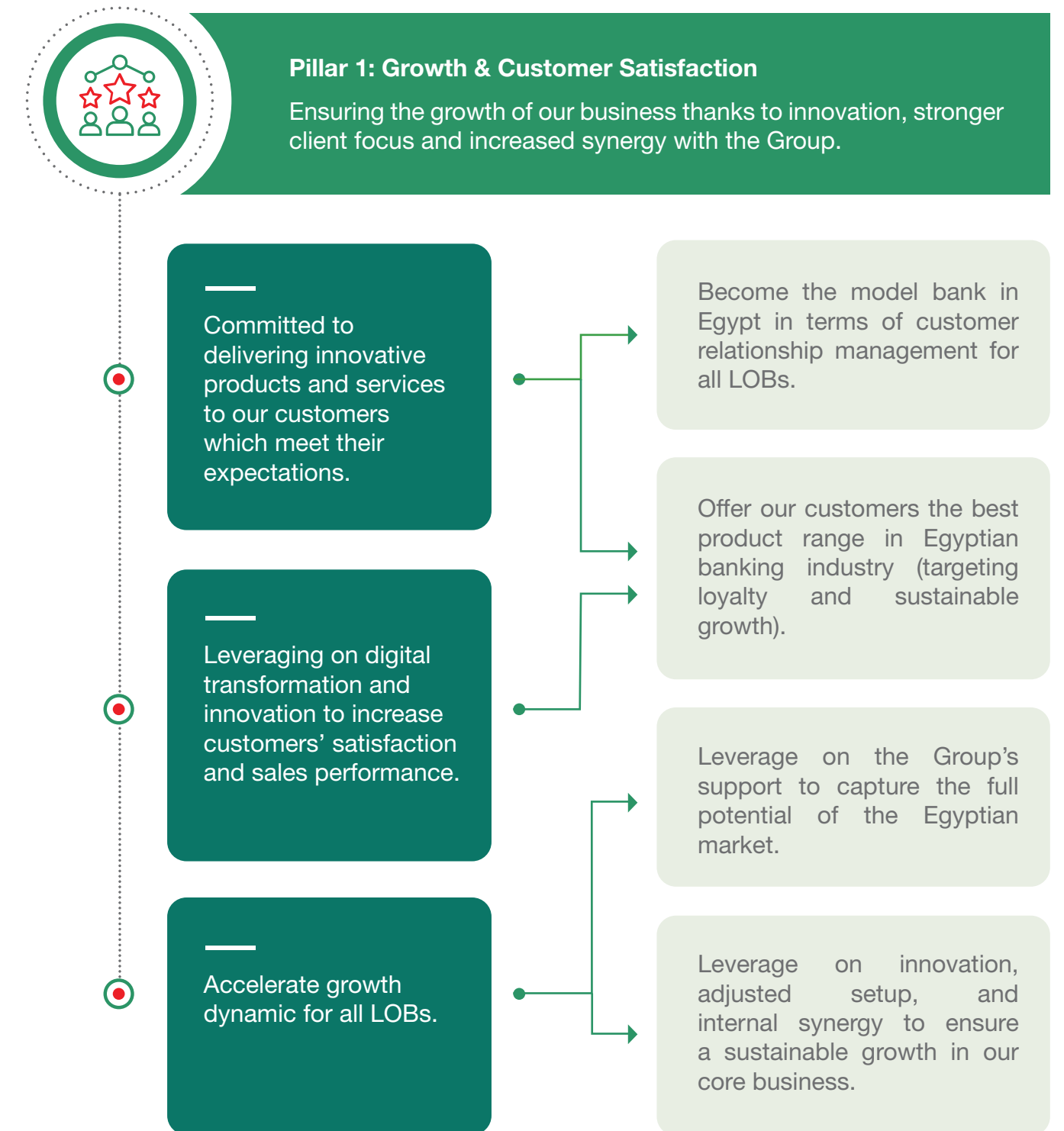
### Efficiency & Compliance

Leveraging innovation to enhance operational efficiency and fully integrate sustainability across all activities.

### Human Capital & Community

Capitalizing on innovation to develop our Human Capital and actively support the community.

## Innovation-Driven Sustainable Bank





### Pillar 2: Efficiency & Compliance

Leveraging on innovation to improve our operational efficiency and fully integrate all the dimensions of Sustainability in our activities.

Fostering Innovation for better efficiency across the organization.

Accelerate IT transformation towards agility, efficiency, security, and sustainability to fully align with business objectives.

Adapting risk management policies (or processes) to the new challenges of business.

Redesign the Bank processes and increase operations efficiency to deliver enhanced customer experience, faster service, optimized cost to serve, and reduced environmental footprint.

Ensuring full adherence to Compliance rules as well as external and internal laws & regulation.

Founding an Innovation-driven Sustainable Risk Department with augmented capacity to deliver and support business, while keeping risk under control.

Include Environmental, Social and Governance concerns at the heart of our business and operations.

Work across all relevant fronts to make CAE a model in terms of compliance risk management.

Become a recognized and an indexed innovation-driven leader in Sustainability by following 4 parallel axes.



### Pillar 3: Human Capital & Community

Capitalizing on innovation to develop our Human Capital and actively support the community.

Ensuring Staff development and increasing their engagement and loyalty in alignment with the Group.

Become an Employer of Choice in Egypt.

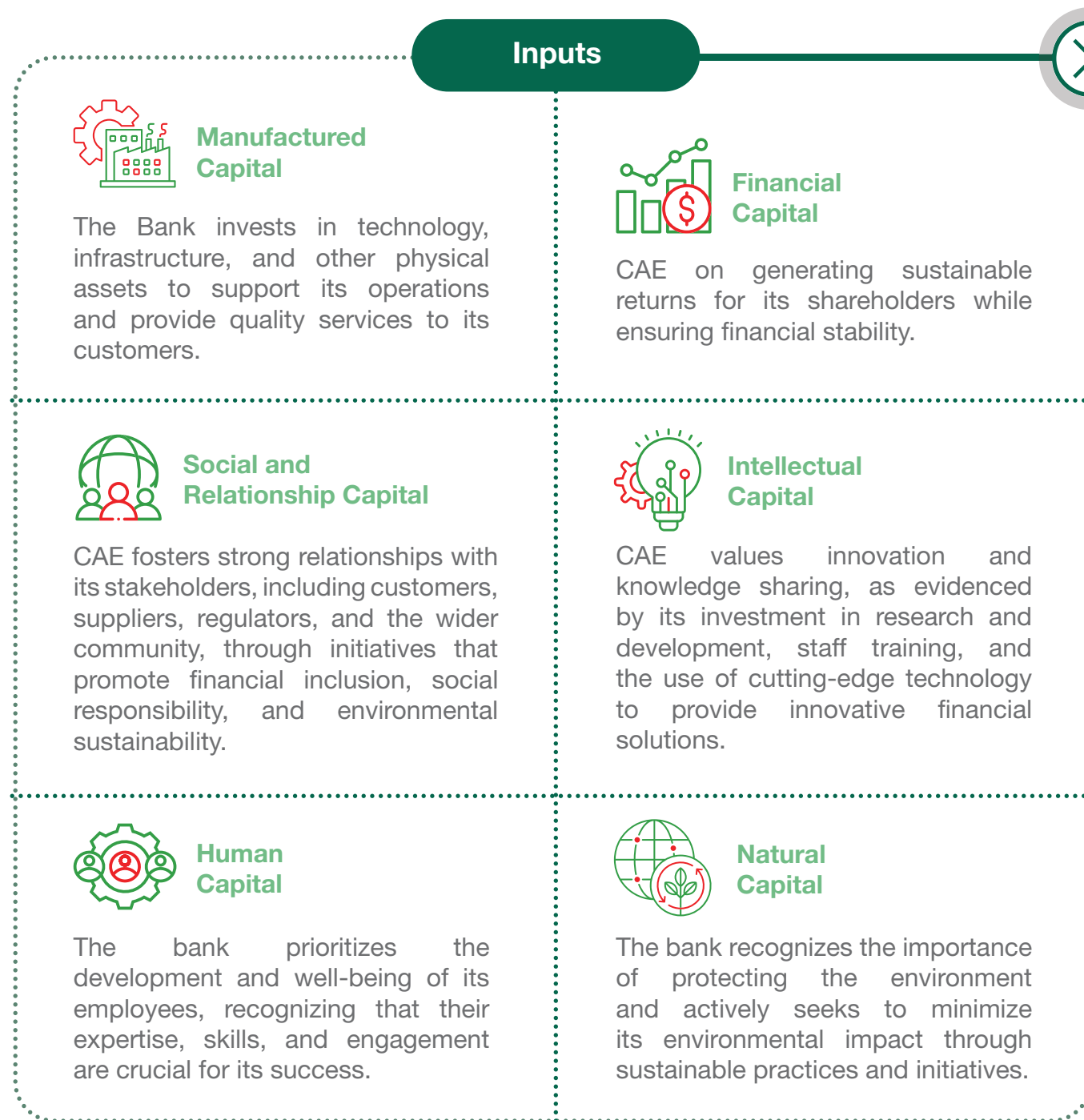
Actively supporting the community through CAE Foundation for Development.

To create a scalable platform aiming to change peoples' lives with a recognizable impact on the community.

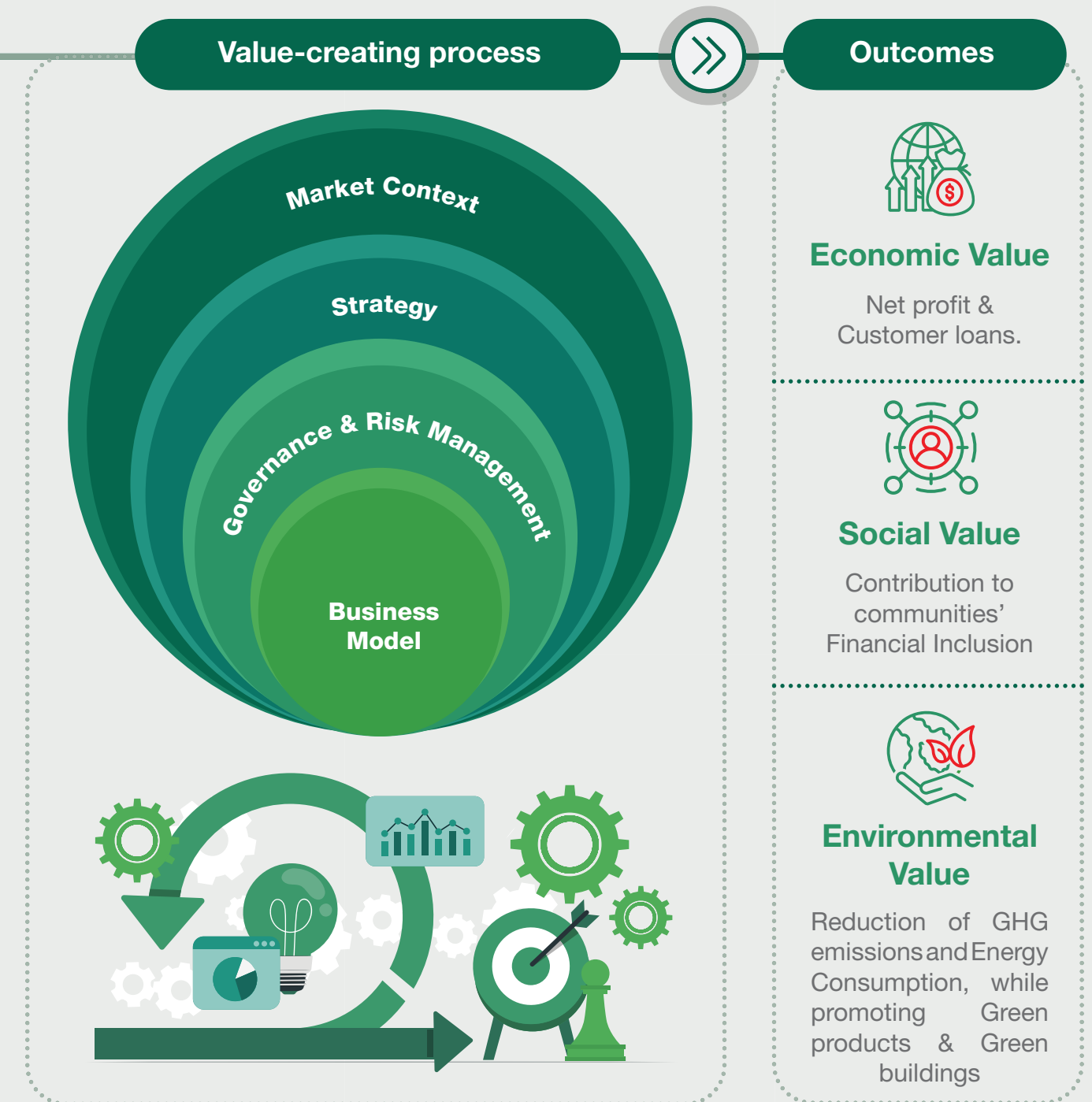


# CAE's Value - Creating Model

Our sustainability approach revolves around the core objective of generating value for our stakeholders, including customers, employees, shareholders, and the wider community. As an innovation-driven sustainable Bank, our value-creating model integrates the six key forms of capitals: financial capital, manufactured capital, intellectual capital, human capital, social and relational capital, and natural capital.

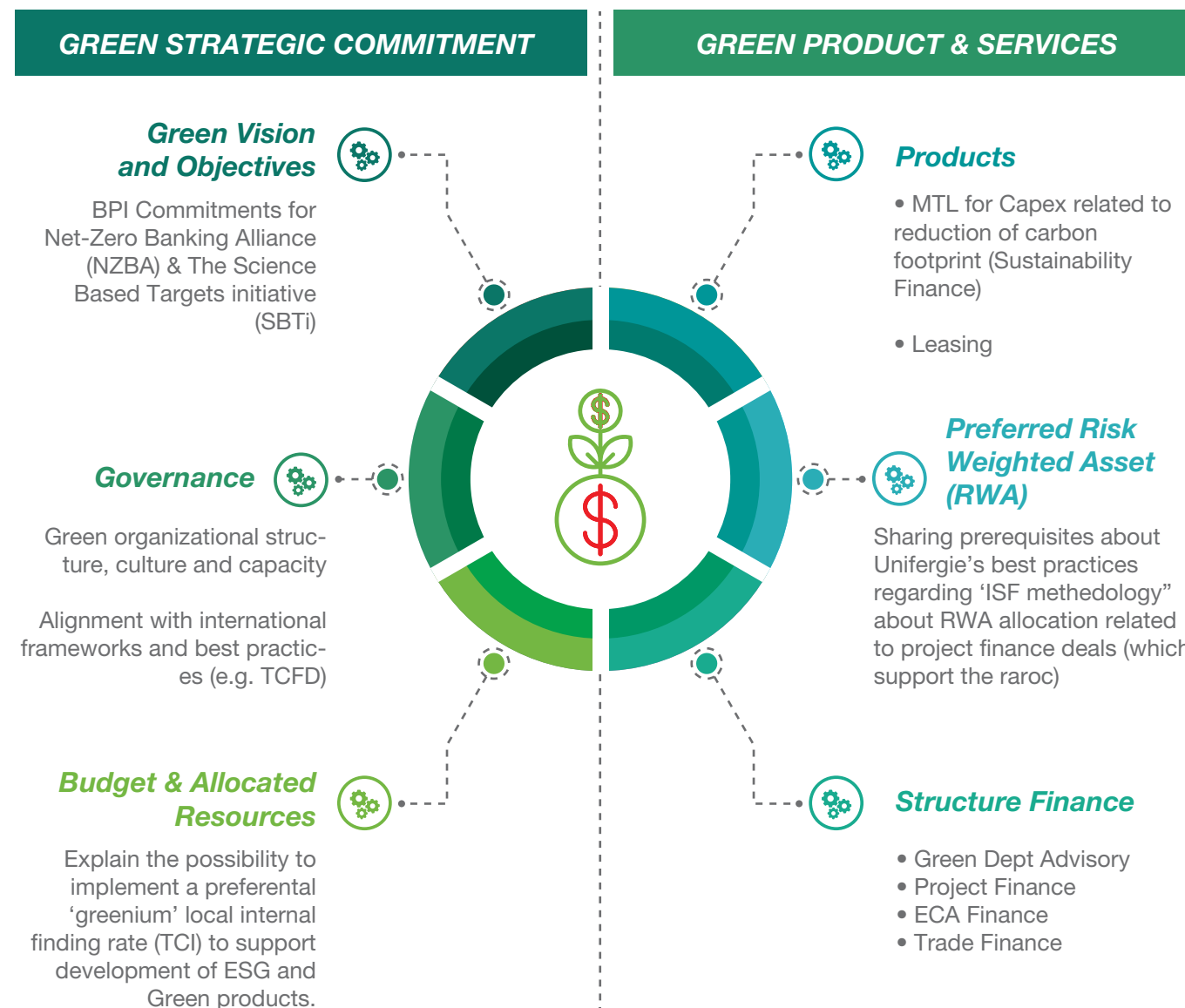


The Integrated reporting framework is centered on value-creation model through which the six capitals employed by CAE creates value in the form of positive outcomes, guided by our strategy, governance, risk management and business model.



## CAE's Corporate Green Financing and the Path to Net Zero

Our sustainability approach rests on the fundamental importance of sustainable finance. CAE, has the opportunity to solidify its position as a leading green bank by incorporating the key elements of the four pillars of green banking.



CAE's specialized team strives to create an enabling ecosystem that supports customers in achieving their environmental and social objectives through dedicated products.

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 or green bonds to finance sustainable infrastructure projects. Moreover, the bank is working on making collaborations with 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. The Bank will finance the projects that satisfy the project feasibility studies, impact assessments, and technical assistance provided through well-reputed third parties, to ensure that projects are designed and implemented to achieve the desired environmental and social outcomes.

By building this enabling ecosystem, CAE can distinguish itself from its competitors and position itself as a trusted partner that provides end-to-end support to its customers in achieving their sustainability goals.

### Financing

CAE is working on improving its ESG profile and project financing capacity by offering an EPC+Finance solution.

This would involve providing financing for the Engineering, Procurement, and Construction (EPC), and the operation of sustainable projects such as renewable energy or energy-efficient buildings. By doing so, CAE would support the development of sustainable infrastructure in Egypt while improving its own ESG profile.

To ensure that its ESG financing solutions are effective and impactful, CAE would also collaborate with Crédit Agricole Corporate & Investment Bank's (CACIB's) respective product business lines, such as Export Crédit Agency (ECA), Project Finance (PF), Global Investment Banking (GIB), and International Trade and Transaction Banking (ITB).

This would enable the bank to monitor the environmental and social performance of its financed projects and adjust its financing terms and conditions accordingly.

### Advisory

Furthermore, CAE will collaborate with CACIB to offer integrated advisory services to sustain the development of green energy projects. This would involve leveraging CACIB's expertise in sustainable finance to provide comprehensive advisory services to customers seeking to implement sustainable projects in Egypt, which will position CAE in the leadership in sustainable finance, and support the transition to a more sustainable and environmentally responsible economy in Egypt.



## Partnership with Big Companies and Service Providers

CAE is working on enhancing its sustainability strategy by forming strategic partnerships with big companies and service providers in the fields of sustainability, such as Renewable Energy EPC contractors, investors, financing institutions, service providers, 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.

## Subsidies

Furthermore, CAE will leverage subsidies from organizations such as the multilateral organizations to support its customers in implementing sustainable projects. The Bank can provide support to its customers in accessing these subsidies in line with its ESG policy, thus helping to reduce the cost of financing and making sustainable projects more financially viable.



## Customer's Centricity

In our pursuit of achieving our key strategic objectives, we strive to establish a holistic and enduring relationship with our customers, providing them with access to our group's extensive expertise, and building a model that is both 100% human and 100% digital.

Our customer-centric approach places individuals and businesses at the forefront of all our operations, supported by the rapid acceleration of digital transformation across the Bank, while simultaneously balancing network optimization and expansion.

This approach takes the concept of proximity of financial services to an unprecedented level. By adopting this approach, CAE is able to generate shared value for both our business and customers, as we work towards our shared goals.

Customer centricity is intricately linked to our sustainability approach as it revolves around meeting the needs and expectations of our customers while ensuring long-term environmental, social, and economic viability.

## Voice of the Customer

The Voice of Customer (VOC) team is entrusted with ensuring customer excellence across the Banki ATMs, Banki Phone, and other channels.

Our primary responsibility is to gauge customer satisfaction levels and take proactive measures to improve their experience through various touchpoints, including branches, digital channels, and quality assurance and user acceptance testing.

Our ultimate goal is to secure the second Customer Relationship Intelligence (CRI) position by 2025. To achieve this objective, we have implemented a new Feedback Management System to monitor customer satisfaction levels internally on a monthly basis, and we are continually enhancing the system to gather valuable feedback and insights to make data-driven decisions to enhance the overall customer experience.

In the next phase, the Bank plans to further refine its 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.

To encourage greater usage of digital channels, the Bank has introduced a stop inquiry feature within the Banki Phone system, which redirects customer inquiries to the appropriate digital channels.

Additionally, new services have been added to the CRM system to improve digital usage and facilitate seamless interactions

between customers and the Bank, which includes but not limited to:

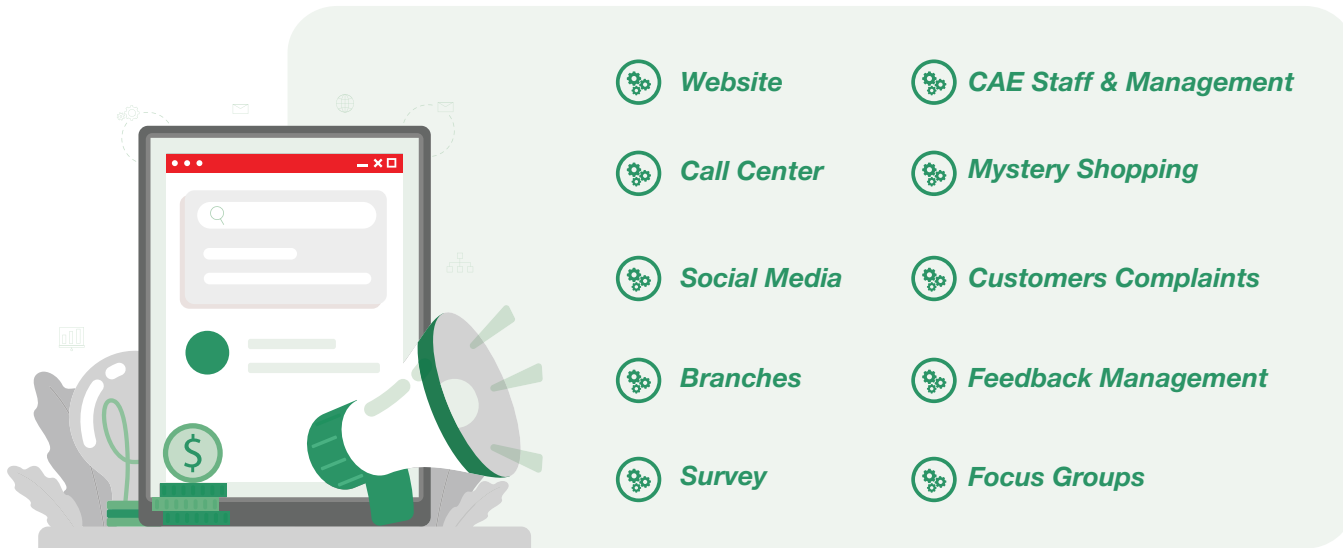
Surveys, which enable the Bank to collect structured and quantitative data on customer satisfaction levels and identify areas for improvement.

Social media interaction, which allows the Bank to engage with customers and gain valuable insights into their needs and preferences, as well as identify any potential issues or 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.





**VOICE OF CUSTOMERS - LISTENING TOOLS** | DYNAMIC CUSTOMERS' VOICE

## Customer Protection Rules

CAE prioritizes fairness, transparency, and justice in its dealings with customers as a responsible financial institution. It ensures that all stakeholders uphold these principles throughout banking transactions.

The Bank provides clear terms and conditions for products and services, treats all customers fairly and equally, and assesses their financial capacity to meet obligations. CAE promotes a non-discriminatory culture, assisting customers in selecting suitable services.

To enhance customer experience, CAE embraces digital transformation, integrating mobile apps, online banking, and a vast ATM network, making banking accessible, convenient, and fast. Additionally, the bank is committed to disclosing information transparently and responsibly, declaring interest rates and costs in accordance with regulations. It offers comprehensive information for informed decision-making

and uses clear language in marketing materials. Customer data privacy is paramount for CAE, and the bank implements rigorous security measures to safeguard confidentiality and prevent unauthorized access. It follows regulations to maintain the confidentiality of customer data and has not received any substantiated complaints regarding privacy breaches.

To address customer complaints, CAE established a dedicated Customer Rights Protection Unit (CRP). The unit tracks complaints through an electronic system and ensures timely responses and appropriate actions.

Complaints can be communicated through various channels, and frontline staff are responsible for acknowledging and investigating complaints. The bank keeps customers informed of the complaint handling process through regular updates and acknowledgment messages.

## A Marketing Strategy

To realize our Bank's vision, our Marketing, Development, and Innovation department plays a pivotal role through:

- Developing superior and innovative banking products and services that meet the diverse needs of our clients.
- Utilizing advanced marketing techniques to effectively promote our offerings and ensure their accessibility to all customers.
- Placing the utmost importance on customer satisfaction by consistently meeting and surpassing their expectations.
- Collaborating with different business lines within our organization to identify pain points in our products, processes, and communications. This allows us to deliver the necessary support and continually improve our offerings.
- Expanding our client base through trust-building measures and valuing integrity as both an organization and as individuals.
- Offering diverse campaigns, products, and protection services that cater to the unique requirements of our customers.
- Contributing to the betterment of the community and environmental preservation through our initiatives and actions.



Internally, Marketing, Development and Innovation Department strives to bring the best business tools to our internal stakeholders.

By fostering a culture of forward-thinking individuals who can think outside the box and identify opportunities in adversity, we empower our team to contribute to our business goals and drive responsible growth. Continuous measurement and monitoring of our productivity are integral to improving our operations and ensuring efficiency.

We understand the value of feedback, which is why we consistently engage in meetings with different business lines within our organization.

These sessions enable us to identify pain points in our products, processes, and communications, allowing us to make necessary improvements and deliver the support that our customers need.

## Marketing, Development and Innovation Department

Department's Units	Responsibilities
<b>Core Product Development</b>	Planning, developing, and execution of new product launches in terms of Assets, Liabilities, and Payroll
<b>Cards &amp; Portfolio Management</b>	<p>Cards development and managing the relation with card scheme.</p> <p>In addition to the Active customer growth and portfolio management.</p>
<b>Customer Development &amp; Relationship</b>	Customer segmentation, promotions, closed community, and loyalty.
<b>Digital Marketing &amp; Innovation</b>	Digital marketing, online acquisition, customer value management, Customer Relationship Management, financial inclusion and innovation.
<b>Mortgage</b>	Setting CAE Mortgage product strategy, as well as the programs development aligning with CAE social and environmental responsibility supporting sustainability and climate changes supporting customers to move to New Urban Communities.
<b>Bancassurance</b>	Develop the Bancassurance business strategy, sales plan, calendar, and contractual agreements.

## Department's Achievements

Campaigns targeting new acquisitions through CBE Financial Inclusion frequent Initiatives.

Launching of the new account and dedicated package for disabilities "SAWA".

Launching the Simplified KYC Accounts

Launching Banki Chat (chat bot) & WhatsApp for business

Launching New Loyalty program "Happy Points"

Launching Housing Loan programs

Mega campaign targeting new & existing customers including tactical campaigns for credit cards, payroll loans, accounts, mortgage, & member get member.



### Campaigns/Offers

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>1 Credit cards acquisition &amp; utilization campaigns leveraging on Taksit, Pricing, Balance transfer &amp; cards' spend (Summer, Christmas, &amp; New Year)</li> <li>2 Reactivation &amp; Predictive campaigns targeting the inactive CIF &amp; credit cards customers</li> <li>3 Bancassurance contests over 2 quarters to reach the business plan</li> <li>4 Seasonal campaigns for cash &amp; car loans</li> <li>5 Campaigns targeting closed community members</li> </ul> | <ul style="list-style-type: none"> <li>6 Loyalty campaigns</li> <li>7 Ongoing Online Daily Account campaigns</li> <li>8 On-ground activations with Tradeline</li> <li>9 Loyalty awareness with Carrefour &amp; Al Shayaa group</li> <li>10 Closed Communities campaigns (Prepaid card &amp; Platinum credit card)</li> <li>11 15th Anniversary commercial &amp; recognition campaign</li> </ul> |
|--|---|

### New Launches/Products/Services

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>1 Full payroll product revamp</li> <li>2 Launch of the Doctors SMEs loans</li> <li>3 Launch the Diamond CD</li> <li>4 Launch the Used Cars program</li> <li>5 Mortgage CBE initiative 3%</li> <li>6 Mortgage new approved project list (including 36 projects)</li> <li>7 UNIPACK package</li> </ul> | <ul style="list-style-type: none"> <li>8 Launching business debit card New Potential Segmentation</li> <li>9 Introducing the online redemption experience to encourage the customers to use the new program and overcome the COVID-19 circumstances</li> <li>10 Adding 3 new merchants to "Happy Points" program</li> <li>11 Launching the Doctors &amp; Dentists cash loan program</li> </ul> |
|---|--|

### New Contracts/Partnerships

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>1 Signed Ultra tab contract</li> <li>2 Signing Tradeline installments contract</li> </ul> | <ul style="list-style-type: none"> <li>3 Partnership renewal with VISA</li> <li>4 Social housing &amp; mortgage finance fund agreement</li> </ul> |
|--|---|



The Marketing, Development and Innovation department has a digital marketing & financial inclusion unit that is also playing a vital role in promoting Financial Inclusion and Digital Solutions for the Bank through:

- Reaching out to the unbanked population who are financially excluded and bringing them into the banking system.
- Using appropriate communication channels tailored to the target audience to effectively engage them.
- Providing Financial Literacy programs to create awareness and educate people about financial matters.
- Promoting and developing new bank products/services while enhancing existing ones to cater to the specific needs of different target segments.
- Driving the adoption of Digital Solutions to encourage the transition towards a cashless society.
- Identifying the needs of target segments and providing them with digital solutions that facilitate and enhance their daily lives.
- For example, enabling bill payments and transfers through digital services like Banki Mobile and Banki Wallet.



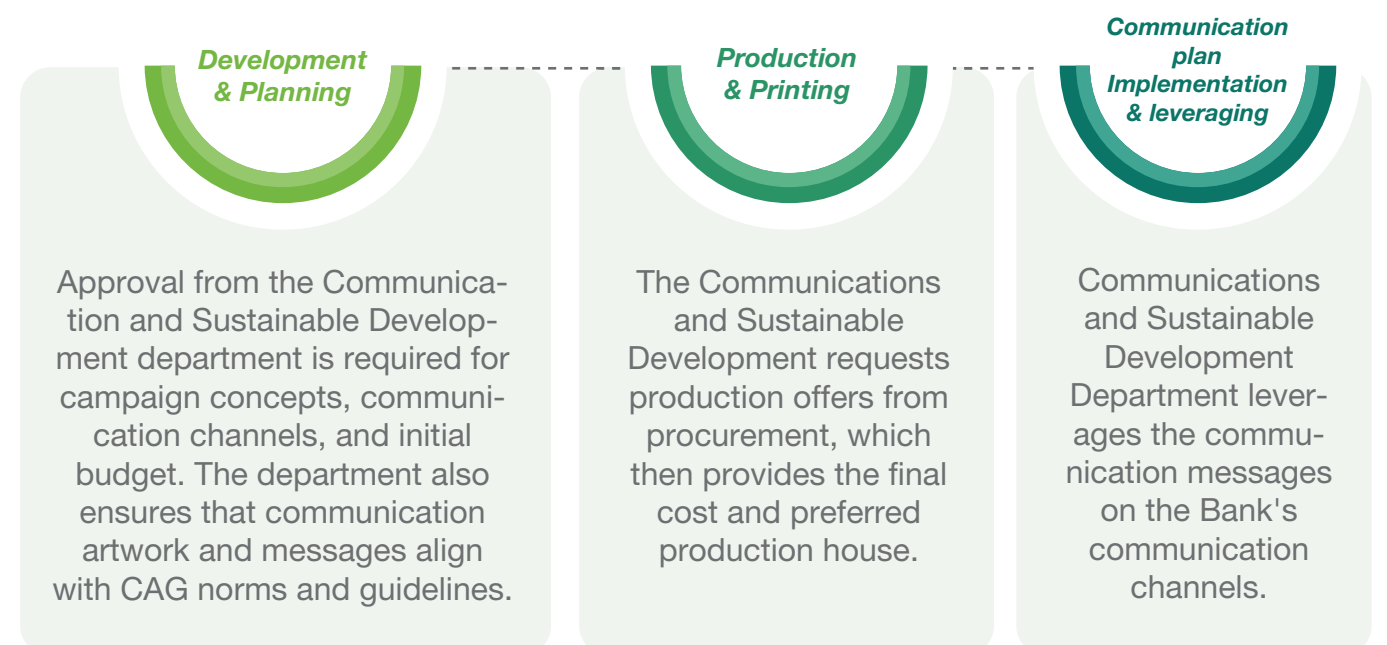
In 2021, the Department executed various marketing campaigns and communication strategies to promote their financial inclusion products and services to different consumer groups.

To support financial inclusion, CA Group sponsored events and showcased the Bank's digital solutions while emphasizing their existing products and offers that promote basic financial inclusion offerings.

2021	2022
<i>International Women's Day</i>	<i>International Women's Day</i>
<i>Arab Financial Inclusion Day</i>	<i>Arab Financial Inclusion Day</i>
<i>International Youth Day</i>	-
<i>Farmer's Day</i>	-
<i>World Savings Day</i>	<i>World Savings Day</i>
<i>International Day for Persons with Disabilities</i>	<i>International Day for Persons with Disabilities</i>

## B Communication Strategy

CAE's Communication and Sustainable Development department is crucial for improving the bank's communication strategies using sustainable practices. They develop and implement effective communication plans to promote sustainability and engage with stakeholders. To ensure that communication strategies align with sustainability goals, CAE has developed a well-defined process.



By following this well-defined process, CAE can align its communication strategies with its sustainability objectives and demonstrate its commitment to environmental and social responsibility. CAE's commitment to sustainability is evident through its activities, achievements, and communication channels, and it will continue to pursue sustainability in all its endeavors.

## Responsible Engagement

CAE places a strong emphasis on responsible interaction and engagement with its customers. To achieve this, they developed a dedicated communication strategy that centers around the introduction of new sustainable products, services, and programs. Additionally, CAE actively seeks sponsorships that align with their commitment to sustainable development. The Customer Development & Relationship team plays a crucial role in this process with the following key functions and responsibilities:

- Planning and executing transversal marketing campaigns that leverage the existing range of products and services. This involves creating an annual campaigns calendar and allocating the necessary budget.
- Managing promotional campaigns aimed at both acquiring new customers and retaining existing ones.
- Collaborating closely with the products team to generate innovative ideas for campaigns, defining clear objectives, and identifying specific target groups.
- Leading the end-to-end development of all marketing campaigns, including building the business case, defining the target customers, and selecting appropriate communication channels.
- Defining effective communication channels and activities, such as crafting compelling content,

designing appealing visuals, and creating persuasive selling lines.

Monitoring and assessing the performance of campaigns, actively gathering customer feedback, and promptly addressing any concerns or complaints through appropriate channels.



In order to achieve a high level of customer satisfaction, the Customer Development & Relationship team has identified KPIs that encompass activities such as expanding the active customer base, introducing new packages, offers, and campaigns, and utilizing a segmented approach.

To gauge customer satisfaction, CAE employs two methodologies: the Strategic Customer Relationship Index (CRI) and Event-based CRI.

The following KPIs are used to evaluate customer satisfaction:

Aspiring to rank among the top two banks by 2025 in terms of CRI (Net Promoter Score).

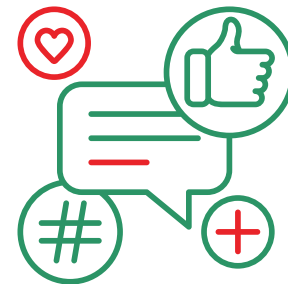
Aiming for a CRI score of 57 points, representing a top-ranking bank score.

To ensure maximum reach and impact to its customers, CAE leverages a diverse range of communication channels, including:

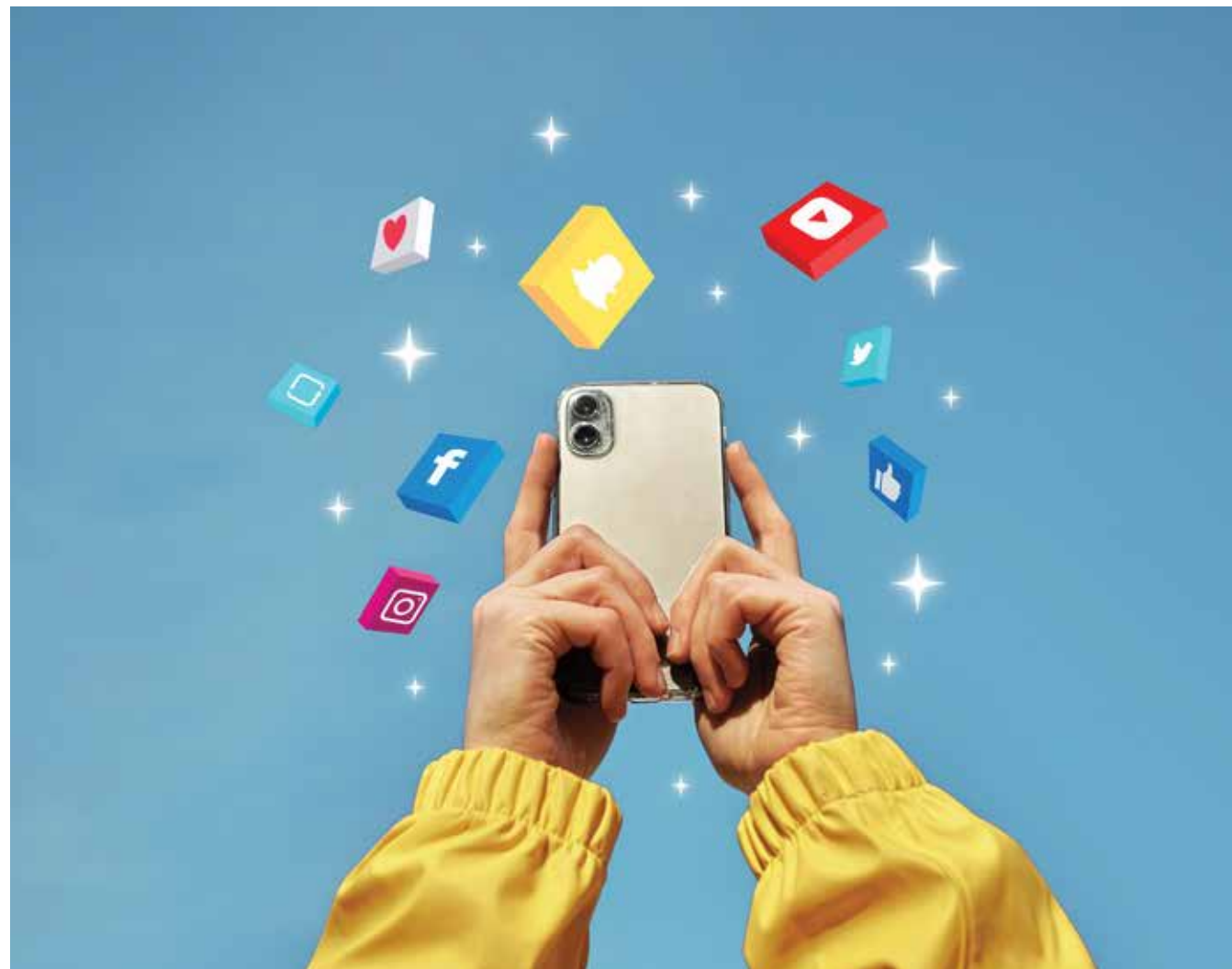
- ④ Digital Screens Inside Branches
- ④ Social Media (Facebook, Instagram, LinkedIn)
- ④ Press Releases
- ④ Mobile Application Advertisement Banners
- ④ Mobile Application Push Notifications
- ④ Website
- ④ ATM Screens
- ④ Bank' Statement (Individual & Cards)
- ④ SMS
- ④ On Ground Activations
- ④ Sponsorships
- ④ Giveaways

## Social Media

Year/Channel	Facebook	Instagram	LinkedIn
2020	792 K	6.9 K	97 K
2021	859 K	12 K	154 K
2022	866 K	12.4 K	161 K



Through their dedicated communication strategy and customer-focused approach, CAE aims to foster responsible interaction and meaningful engagement with their valued customers.



## Stakeholder Engagement

We establish permanent dialogue at all levels with our stakeholders. We are attentive to their expectations and provide them with creative solutions for the short, medium and long terms. The Bank's departments have established channels for efficient communication with stakeholder groups, they interact with regularly. CAE also maintains separate channels for engaging diverse internal and external stakeholders to gain realistic feedback and inform its planning, strategy and materiality assessment.

Stakeholder engagement is of paramount importance to our sustainability approach and value creation. By actively involving and collaborating with stakeholders, we can better understand their perspectives, needs, and expectations. This engagement enables us to incorporate a diverse range

of insights and consider the broader impacts of our actions, leading to more informed and responsible decision-making. Engaging stakeholders allows us to identify and prioritize key sustainability issues and challenges. Through dialogue and partnership, we can develop strategies and initiatives that address these issues in a holistic and inclusive manner. By involving stakeholders in the co-creation of solutions, we can ensure that our actions align with their values and aspirations.

Stakeholder engagement also helps build trust and strengthen relationships with our stakeholders. By actively listening and responding to their concerns and feedback, we demonstrate our commitment to accountability and transparency. This fosters a sense of shared ownership and collaboration, leading to stronger stakeholder support for our sustainability initiatives.

Group	Stakeholder	Channels of Communication	Frequency	Challenges & Expectations	Actions	SDGs
<b>Employees and Employee Representative Bodies</b>	<b>Internal</b>	<ul style="list-style-type: none"> <li>• Calls and conference calls</li> <li>• Emails</li> <li>• Face-to-face meetings</li> <li>• Interviews</li> <li>• Virtual meetings</li> <li>• Internal or external surveys</li> </ul>	Daily, Weekly, Monthly, Quarterly, Annually, Biannually, Ad hoc	<ul style="list-style-type: none"> <li>• Career development and workplace wellbeing</li> <li>• Healthy and safe working conditions</li> <li>• Remuneration and rewards</li> <li>• Business and Product Development</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety,</li> <li>• Salaries, benefits &amp; compensation, New Hires and promotions</li> <li>• Grievance mechanisms</li> <li>• Training programs</li> </ul>	  

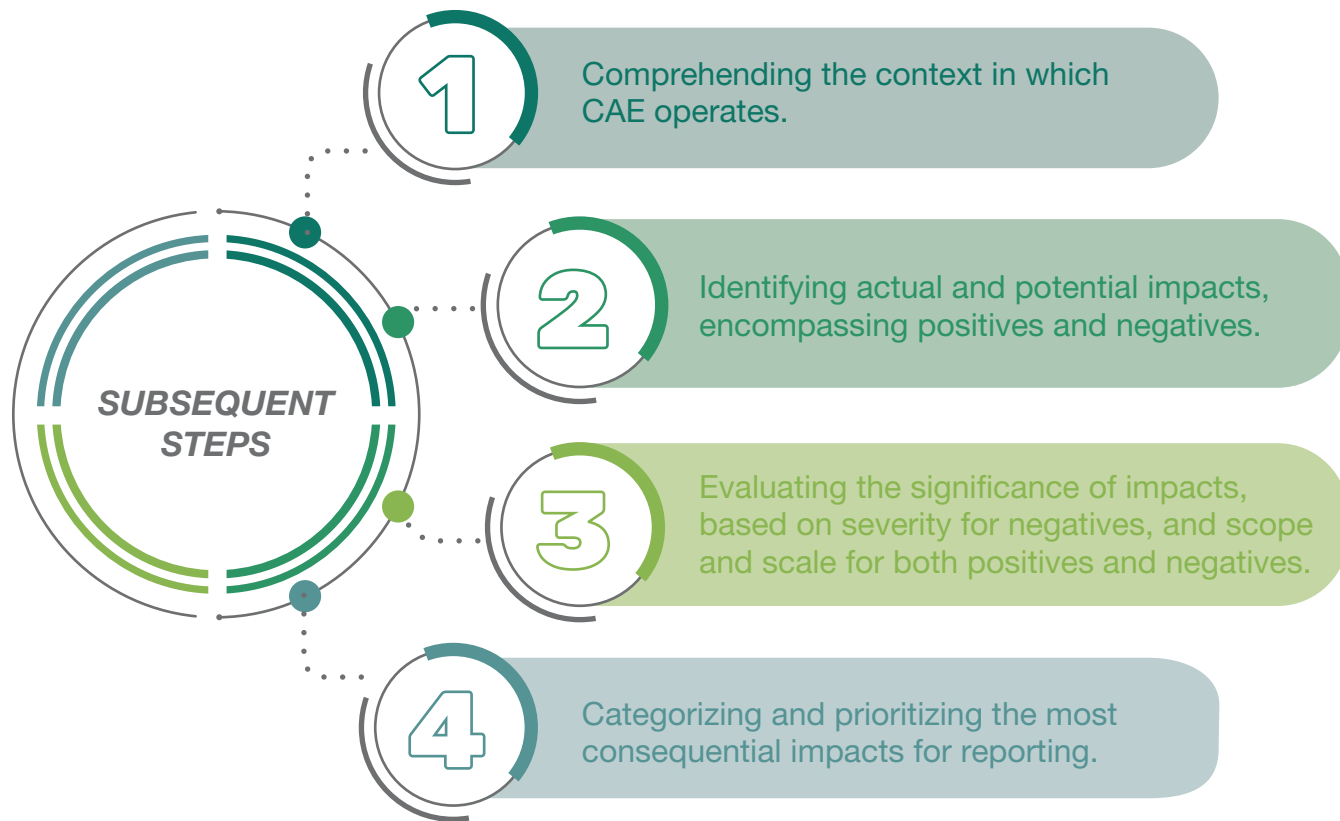
Group	Stakeholder	Channels of Communication	Frequency	Challenges & Expectations	Actions	SDGs
<b>Shareholders and Investors</b> Investors, Analysts, Individual Shareholders, Rating Agencies...	Internal	<ul style="list-style-type: none"> <li>Board meetings</li> <li>Board committees' meetings</li> <li>Internal reporting by the Board</li> <li>Financial disclosures, annual reports, quarterly updates, general assembly meetings, website.</li> </ul>	Daily, Weekly, Quarterly, Ad hoc	<ul style="list-style-type: none"> <li>Transparency, reliability, and clarity of information</li> <li>Sustainable margins</li> <li>Responsible governance</li> <li>Prudent risk management</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring the corporate governance rules and regulations</li> <li>Following Group's rules and strategy</li> <li>Regular Financial Reports</li> </ul>	
<b>Customers</b> Individuals, Farmers, Small Businesses, Entrepreneurs, Corporates, Associations	External	<ul style="list-style-type: none"> <li>ATMs and branches</li> <li>Mobile SMS</li> <li>Internet banking</li> <li>Ads calls and conference calls</li> <li>Emails and in-branch material</li> <li>Internal or external surveys</li> <li>Banki Mobile App</li> </ul>	Daily, Weekly, Monthly, Annually, Ad hoc	<ul style="list-style-type: none"> <li>Accessibility</li> <li>Protection and security of personal data</li> <li>Green and sustainable finance</li> <li>Innovative Products</li> <li>Digital Banking</li> <li>Quality Customer Service</li> <li>Complaints handling</li> </ul>	<ul style="list-style-type: none"> <li>Data Privacy &amp; Cyber Security</li> <li>Complaint Management</li> <li>Digital Banking</li> <li>Sustainable Finance</li> <li>Increasing branches and ATMs</li> </ul>	
<b>Partners</b> Suppliers and Business Partners	External	<ul style="list-style-type: none"> <li>Calls and conference calls</li> <li>Emails</li> <li>Handbook</li> </ul>	Daily, Weekly, Bimonthly, Monthly, Quarterly, Biannually, Annually, Ad hoc	<ul style="list-style-type: none"> <li>Sustainable and balanced relationships</li> <li>Financial equity (payment terms)</li> <li>Steering of supplier relations and development of mediation</li> <li>Inclusive purchasing</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Procurement Management</li> <li>Payment on time</li> </ul>	

Group	Stakeholder	Channels of Communication	Frequency	Challenges & Expectations	Actions	SDGs
<b>Public Authorities and Regulators</b> Government, International and National Bodies	External	<ul style="list-style-type: none"> <li>Emails</li> <li>Calls</li> <li>Portal</li> <li>Formal letters</li> <li>Face-to-face meetings</li> </ul>	Daily, Weekly, Monthly, Quarterly, Biannually, Annually, Ad hoc	<ul style="list-style-type: none"> <li>CBE reporting</li> <li>Compliance with CBE, FRA, GAFI, ACA and MCDR regulations</li> <li>Egyptian Banking Institute</li> <li>Ministry of Manpower &amp; Immigration</li> <li>Ministry of Health</li> <li>CBE audits</li> <li>CBE initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives</li> <li>Compliance</li> <li>Reporting</li> </ul>	
<b>Communities and NGOs</b> Community, Civil Society, NGOs, Public, Media	External	<ul style="list-style-type: none"> <li>Social media platforms</li> <li>Face-to-face meetings</li> <li>Calls</li> </ul>	Monthly, Quarterly, Biannually, Annually, Ad hoc	<ul style="list-style-type: none"> <li>CSR and social development</li> <li>Communications and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Community Investments</li> <li>Trainings</li> <li>Sponsorships</li> </ul>	

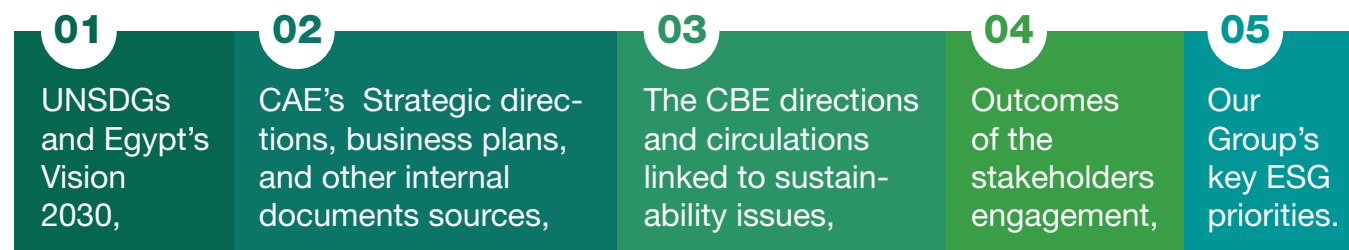




# Materiality Assessment

The Bank acknowledges the significance of the double materiality assessment, which appraises the effects of the organization’s actions on stakeholders and external influences on the organization, concurrently with financial materiality. We conducted a four-stage materiality assessment following the GRI 3: Material Topics 2021 standard. The revised Universal Standards adopt an outward-focused approach to recognize material topics. This involves identifying the sector context and potential impacts of each organization, assessing the significance of these impacts on the economy, environment, people, and human rights. The materiality assessment encompassed the subsequent steps:








In addition, we aligned our materiality assessment with the following elements:



Material issues	Possible Positive Impacts	Possible Negative Impacts	Management Approach
 <p><b>Financial Inclusion and Literacy</b></p>	<p>We aim to enhance the accessibility of financial services, specifically in rural and remote areas. This possesses potential positive impact in the following forms:</p> <ol style="list-style-type: none"> <li>Better access to financial resources and spread of financial culture,</li> <li>Support and services dedicated to non-profit organizations to promote local initiatives,</li> <li>Increase investments flow to rural areas.</li> </ol>	<ul style="list-style-type: none"> <li>Poor access, financial discrimination against the non-banked and vulnerable groups, with consequent negative impacts on development and social mobility processes.</li> <li>Financial illiteracy may compromise customers' ability to meet their basic needs.</li> </ul>	<ul style="list-style-type: none"> <li>A growing network of branches and ATMs</li> <li>The Bank ensures easy access to banking services for its clients, even in remote areas.</li> <li>Promoting the adoption of mobile wallets and prepaid cards.</li> </ul>
 <p><b>Customer Centricity</b></p>	<p>Our customer-centric approach places individuals and businesses at the forefront of all our operations, supported by the rapid acceleration of digital transformation across the Bank, while simultaneously balancing network optimization and expansion. This yields possible positive impact in the forms of:</p> <ul style="list-style-type: none"> <li>Increased clientele base, customers loyalty, products, and services cross selling among others.</li> <li>This will be reflected in market share, branding, and financial return. the positive impact benefits shareholders and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Low customer satisfaction due to potential shortage of branches (Proximity) and/or inaccessibility to branches, disputes, and complaints. The possible negative impact will be reflected in client retention rate, reputation, and funds utilization rate.</li> </ul>	<ul style="list-style-type: none"> <li>The Voice of Customer (VOC) team is entrusted with ensuring customer excellence across the Banki ATMs, Banki Phone, and other channels.</li> <li>To enhance customer experience, CAE embraces digital transformation, integrating mobile apps, online banking, and a vast ATM network, making banking accessible, convenient, and fast.</li> </ul>



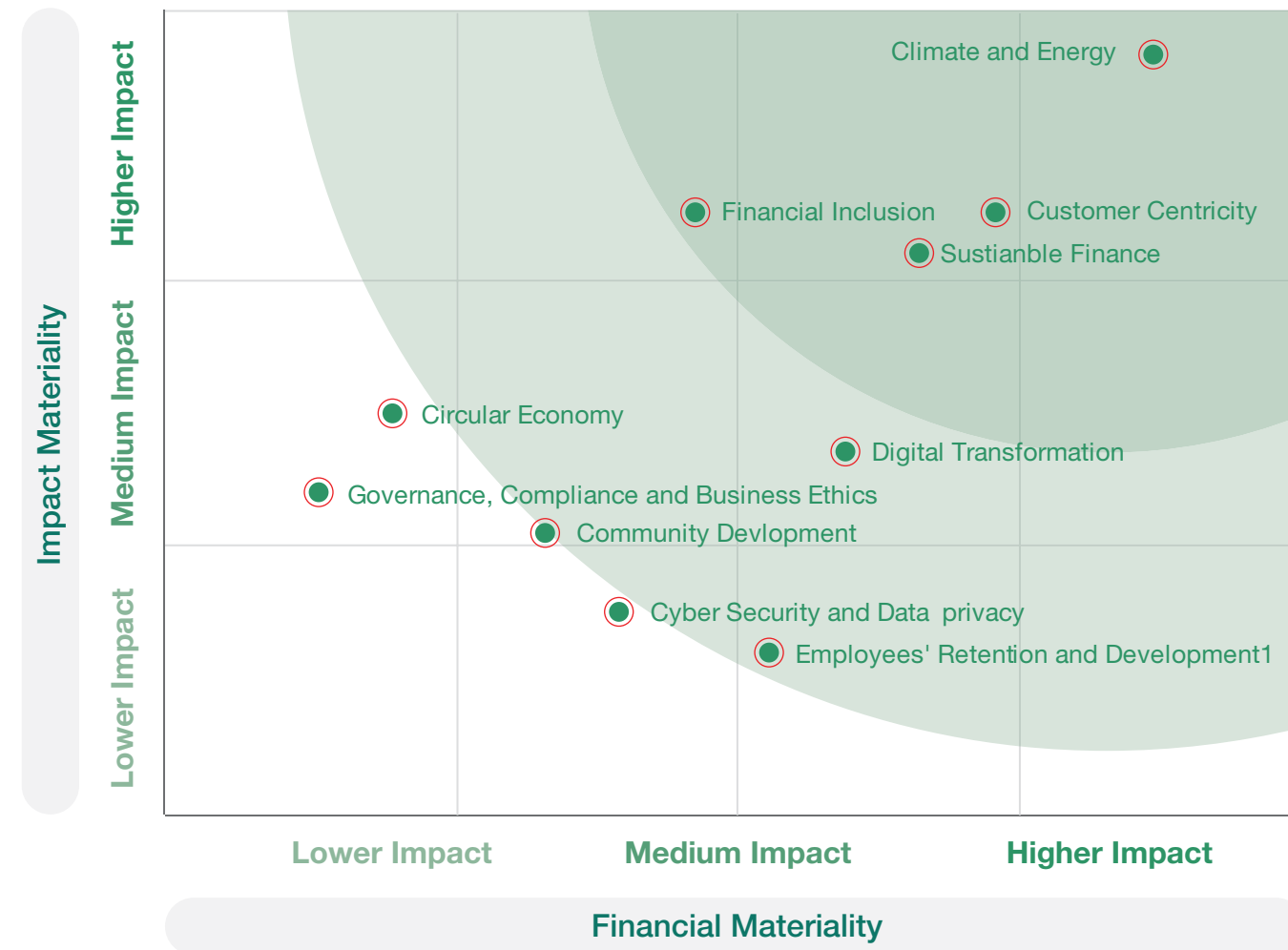
Material issues	Possible Positive Impacts	Possible Negative Impacts	Management Approach
 <p><b>Cyber-Security and Data Privacy</b></p>	<ul style="list-style-type: none"> <li>Customer data privacy is paramount for CAE, and the bank implements rigorous security measures to safeguard confidentiality and prevent unauthorized access.</li> <li>Compliance with current regulations and data management international best practices for the benefit of stakeholder privacy.</li> </ul>	<ul style="list-style-type: none"> <li>Breach of data security/ intentional and/or unintentional may compromise confidential information.</li> </ul>	<ul style="list-style-type: none"> <li>CAE follows regulations to maintain the confidentiality of customer data and has not received any substantiated complaints regarding privacy breaches.</li> </ul>
 <p><b>Digital Transformation</b></p>	<ul style="list-style-type: none"> <li>CAE embarked on a robust and accelerated digital transformation journey to introduce an omnichannel approach, marking a pioneering move in the Egyptian banking sector. This will be reflected in market share, branding, and financial return. The positive impact benefits shareholders and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Potential failure/acceptance to manage innovation and digital transformation processes.</li> </ul>	<ul style="list-style-type: none"> <li>CAE's development plan focuses on two key aspects: horizontal enhancement and upgrade of existing services and vertical deployment of new services.</li> <li>To further accelerate digital transformation, CAE is actively working on establishing an Open Innovation ecosystem that integrates employees, customers, and FinTech companies.</li> </ul>
 <p><b>Climate and Energy</b></p>	<ul style="list-style-type: none"> <li>CAE recognizes the importance of addressing climate change, and as part of CAG, the 1st European Leader in Responsible Investment, the Bank is committed to aligning its climate strategy with the Paris Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Possible divestment in some economic activities, and possible job losses</li> </ul>	<ul style="list-style-type: none"> <li>CAE has implemented a new sustainable policy aligned with the principles of sustainable finance set by CBE. As part of this policy, CAE has integrated an ESG rating system..</li> </ul>

Material issues	Possible Positive Impacts	Possible Negative Impacts	Management Approach
 <p><b>Climate and Energy</b></p>	<ul style="list-style-type: none"> <li>This includes taking actions to reduce and offset GHG emissions, aligning with EU targets to cut emissions, as well as supporting Egypt's NDC target of 42% renewable energy contribution.</li> </ul>	<ul style="list-style-type: none"> <li>Potential failure/acceptance to manage innovation and digital transformation processes.</li> </ul>	<ul style="list-style-type: none"> <li>CAE has implemented a new sustainable policy aligned with the principles of sustainable finance set by CBE. As part of this policy, CAE has integrated an ESG rating system into its approval process for borrowing files, with a goal of reaching a completion rate of 70% by June 2023 and 100% by December 2023.</li> <li>In compliance with its climate change policy, CAE plans to expand its lending portfolio to include green and ESG MTLs financing CAPEX related to improved energy efficiency. This includes supporting renewable energy projects such as green hydrogen, solar, and wind power, as well as green and blue infrastructure projects like wastewater treatment facilities and desalination plants.</li> </ul>
 <p><b>Circular Economy, Resource Efficiency and Waste</b></p>	<ul style="list-style-type: none"> <li>Promotion of energy, water efficiency initiatives, and the use of renewable energy within the Bank to minimize GHG emissions.</li> </ul>	<ul style="list-style-type: none"> <li>Potential increase in energy consumption (within the Bank and along its supply chain) and related increase in greenhouse gas emissions.</li> </ul>	<ul style="list-style-type: none"> <li>The Bank launched the internal initiative "Go Digital" to rationalize the usage of resources, comprising paper reduction through the digitalizing of processes and creating an awareness campaign for the staff. In the light of this initiative, the Bank launched the e-statement service to integrate the customers into this initiative in favor of the environment.</li> <li>The commitment of CAE to environmental sustainability is also demonstrated by its efforts to reduce plastic waste.</li> </ul>

Material issues	Possible Positive Impacts	Possible Negative Impacts	Management Approach
			<ul style="list-style-type: none"> <li>The Bank has taken a significant step towards achieving this goal by financing Egypt's first plastic recycling factory. By supporting this initiative, the Bank is playing a vital role in promoting responsible waste disposal practices and minimizing environmental plastic pollution.</li> </ul>
<p><b>Sustainable Finance</b></p>	<ul style="list-style-type: none"> <li>Our sustainability approach rests on the fundamental importance of sustainable finance. CAE, already recognized as "La Banque Verte" due to its strong ties to the agricultural sector, has the opportunity to solidify its position as a leading green bank by incorporating the key elements of the four pillars of green banking</li> <li>Sustainable finance carries positive economic, social, and environmental impacts (new lines of business, resources efficiency, and new job opportunities)</li> </ul>	<ul style="list-style-type: none"> <li>No or partial negative influence on national sustainable development due to possible imposed policies and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>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 or green bonds to finance sustainable infrastructure projects.</li> </ul>
<p><b>Community Development</b></p>	<ul style="list-style-type: none"> <li>CAE is moving beyond the traditional approach of Corporate Social Responsibility and adopting the concept of creating Corporate Shared Value.</li> <li>By doing so, the Bank is actively working towards making a positive impact on society while also creating value for their business.</li> </ul>	<ul style="list-style-type: none"> <li>Rising cost of operations.</li> <li>Reduction in financial capital.</li> </ul>	<ul style="list-style-type: none"> <li>In pursuit of its mission to make a positive impact on the community, CAE established the CAE Foundation for Development as an NGO.</li> </ul>

Material issues	Possible Positive Impacts	Possible Negative Impacts	Management Approach
	<ul style="list-style-type: none"> <li>This shift in approach emphasizes the importance of sustainable practices and encourages businesses to take a more holistic view of their impact on the community.</li> </ul>		
<p><b>Governance, Compliance and Business Ethics</b></p>	<ul style="list-style-type: none"> <li>Optimizing value creation and equitable distribution among stakeholders.</li> <li>Promoting national economic growth and welfare via adherence to tax regulations.</li> <li>Instilling ethical and human rights values in management, staff, and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Potential cases of non-compliance.</li> <li>Possible human rights violations within the organization and/or along the Bank's value chain.</li> </ul>	<ul style="list-style-type: none"> <li>CAE upholds a culture of compliance and risk management throughout all aspects of their business operations. They prioritize providing their employees with the necessary tools and training to adhere to both local and international standards and regulations.</li> <li>The Bank has aligned its activities with the United Nations Global Compact, a voluntary initiative that promotes responsible corporate citizenship and sustainable development through 10 universally accepted principles in the areas of human rights, labor, the environment, and anti-corruption</li> </ul>
<p><b>Employees' Retention and Development</b></p>	<ul style="list-style-type: none"> <li>Competitive employee remuneration.</li> <li>Development of employees' skills and knowledge through dedicated training and capacity building programs.</li> </ul>	<ul style="list-style-type: none"> <li>Potential for increased turnover and loss of key know-how and skilled personnel</li> </ul>	<ul style="list-style-type: none"> <li>We have taken proactive initiatives to improve the employee experience in CAE, such as offering a variety of benefits and opportunities for professional growth and self-development, as well as various training and development opportunities, for career progression, and flexible mobility across several business lines.</li> </ul>

## Materiality Matrix



CAE clusters material ESG topics into three managerial groups to identify the right course of action in a future ESG strategy.

### 1. Differentiators:

Two to three topics to focus on with accelerated time to market, in line with the company's purpose and business strategy objectives (such as longevity for a pension provider)

### 2. Enablers:

Other ESG topics that might serve as enablers for business transformation (circular economy for a P&C player) and are looked at as the next order priority for future developments.

### 3. Areas to Monitor:

"Table stakes" topics that companies need to comply with, without playing a differentiating role in business strategy (business conduct or corporate governance).

## Managing Risk Strategically

Risks	Management Approach
<b>E&amp;S Risks</b>	<ul style="list-style-type: none"> <li>CAE has taken a proactive approach by incorporating ESG principles into its dealings with corporate clients. The core of this approach is to implement ESG criteria for borrowing clients, focusing on addressing the potential ESG impact and identifying effective mitigation strategies. To achieve this, CAE utilizes a comprehensive ESG questionnaire in the evaluation process for Risk opinions. This enables them to rate the level of ESG impact on CAE borrowing clients and assess the effectiveness of their mitigating actions.</li> <li>As a testament to its commitment to sustainability and responsible banking practices, CAE has made substantial progress in the implementation of ESG measures. Presently, approximately 80% of its total Corporate portfolio has successfully adopted ESG standards. The bank's ambitious target is to achieve full ESG implementation across its entire corporate portfolio by the end of the current year.</li> </ul>
<b>Liquidity Risks</b>	<ul style="list-style-type: none"> <li>CAE demonstrates a robust and proactive approach to managing liquidity risks through a comprehensive set of reports, all of which are presented during the monthly ALCO (Asset Liability Committee) meetings i.e. Liquidity Coverage Ratio, Liquidity Ratio, Net Stable Funding Ratio, Short term Stress liquidity scenario, Maturity Ladder, etc. Moreover, CAE sets specific limits and thresholds for each liquidity measurement. These limits are designed to ensure the bank maintains a prudent liquidity position and complies with the requirements set by the Group and the local regulator, the Central Bank of Egypt.</li> </ul>
<b>Market Risks</b>	<ul style="list-style-type: none"> <li>The bank places a strong emphasis on the comprehensive analysis and assessment of market risk factors inherent in its activities. This proactive approach is aimed at identifying potential risks promptly and effectively, allowing the bank to take corrective actions that mitigate these risks to an acceptable level.</li> </ul>

Risks	Management Approach
<b>Credit Risks</b>	<ul style="list-style-type: none"> <li>In January 2023, CAE approved a sustainable climate policy, marking a significant step towards integrating ESG factors into its credit-lending process. The ultimate goal is to reduce portfolio risk and enhance portfolio performance by enabling corporate clients to anticipate ESG investment opportunities and mitigate climate change-related risks.</li> <li>The new sustainable policy aligns with the momentum of the CA Group and the guiding principles of the CBE for sustainable finance. It aims to accelerate the integration of ESG principles, climate risk management, and financial support into green, climate, and sustainability-linked projects and sectors.</li> <li>To support this policy and achieve CA Group's Net Zero ambition by 2050, debt financing for climate transition-related purposes will focus on renewable energies and green sectors. This approach ensures CAE's alignment with the ESG policy and reinforces its commitment to a sustainable future.</li> </ul>
<b>Reputational Risks</b>	<p>CAE employs robust policies and procedures to manage reputational risks effectively. The Board approved Anti-corruption measures policy &amp; strategy, along with the Gift Policy and CAE Code of Conduct, safeguard the bank's image. Regular training, awareness sessions, and control implementation further fortify these measures. The Head of Compliance ensures ongoing Conflict of Interest and Anti-corruption communication and guidance to CAE employees. Additionally, the whistleblowing process is detailed in the whistleblowing policy, enabling reporting through the accessible BKMS tool on the portal and the Bank's web page. This tool extends to CAE vendors and suppliers, facilitating alerts regarding Conflict of Interest / Anti-corruption cases.</p>
<b>Financial Crime/ Money Laundering</b>	<p>The Compliance division's core focus is ensuring consistent and efficient prevention and control of non-compliance risks. This guarantees CAE's alignment with local and international regulations, internal Group rules, and safeguards financial market integrity. It also ensures prevention of the reputational risks and the potential for legal sanctions.</p>

Risks	Management Approach
<b>Financial Crime/ Money Laundering</b>	<p>CAE's comprehensive policies align with local regulators, EMLCU, and Group directives to combat financial crime and international sanctions. Through Know Your Customer (KYC) files and risk classification, CAE establishes customer risk profiles. Proportional measures are taken to prevent money laundering (ML) and terrorist financing (TF) based on identified risks. An automated group tool manages atypical transaction alerts across all customers.</p>
<b>Operational and Supplier Risks</b>	<ul style="list-style-type: none"> <li>To mitigate risks arising from essential services provided to CAE by external service providers, the bank follows a comprehensive approach. CAE identifies critical spheres to assess the service and incorporates 7 essential clauses into the contract based on Basel and Group instructions. These clauses enable close monitoring of service quality, regular quality monitoring meetings, and the establishment of corrective action plans for unsatisfactory performance.</li> <li>CAE also evaluates the financial health and dependency of essential service providers. In preparation for potential transitions or failures, CAE formulates exit strategies and contingency plans to ensure business continuity. Additionally, a contingency plan or workaround solution is devised by the bank's LOBs in case of critical service provider failure.</li> <li>The Outsourcing Essential Activities committee regularly oversees essential service providers, maintains an updated list, and addresses any anomalies in their performance or compliance with CAE's instructions, including BCP tests and financial health.</li> <li>Furthermore, CAE's Legal department reviews all contracts to ensure regulatory compliance, and original copies are stored for record-keeping.</li> <li>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. By adhering to these measures, CAE ensures the continuity and security of its operations while safeguarding against potential disruptions from external service providers.</li> </ul>

# 05



## CAE Capitals

---

- 5.1 Economic Capitals
- 5.2 Social Capitals
- 5.3 Environmental Capitals

# Economic Capitals



## Financial Capital

### Short-Medium Term Impact of Financial Capital on the Rest of the Capitals

In the short-medium term, the Financial Capital has a positive impact on all other Capitals since the monetary resources are used to conduct the initiatives in each Capital. On the long term, the rest of the Capitals will positively impact the Financial Capital due to the Return on Investments from such initiatives. For more information refer to the sections of the other Capitals.



### Financial Capital

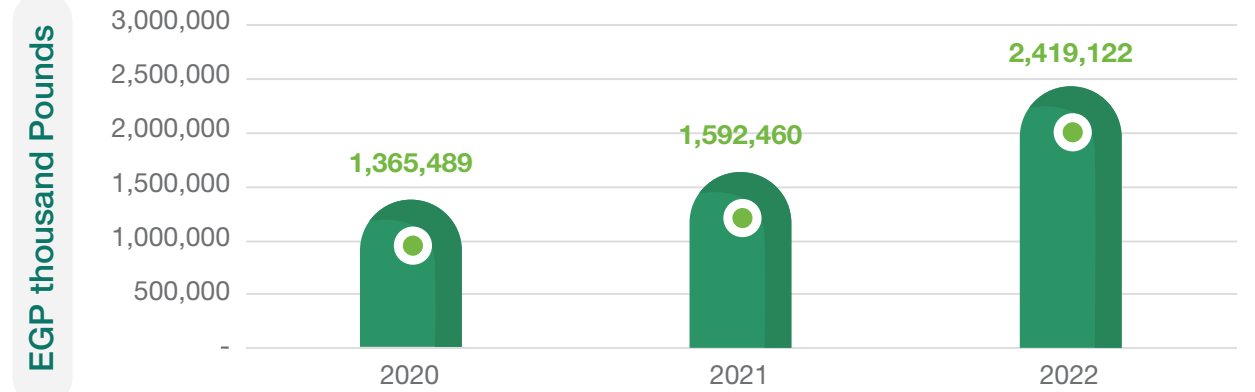
Natural Capital	
Intellectual Capital	
Manufacture Capital	
Human Capital	
Social & Relational Capital	

Positive Impact    Negative Impact

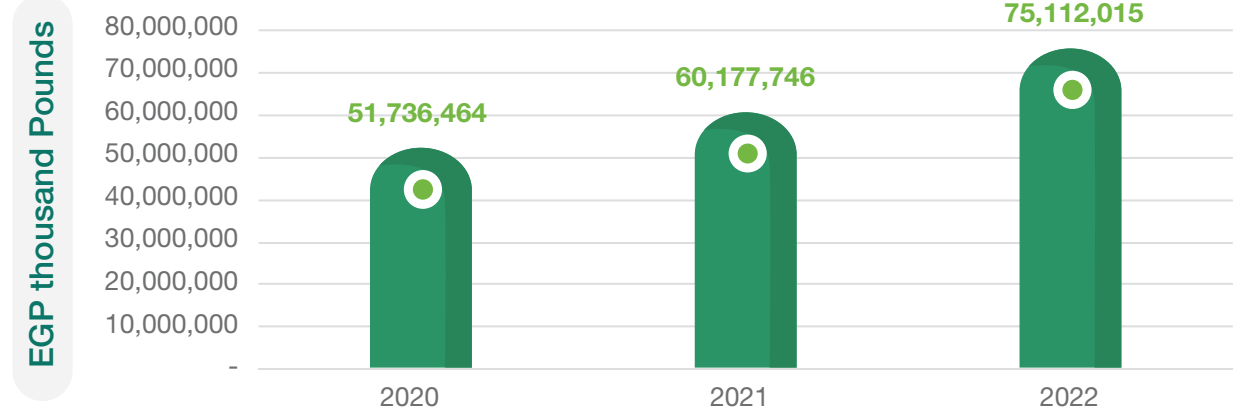
CAE is built on solid foundations, providing the ability to withstand macroeconomic challenges, fulfilling our responsibilities to our clients and communities, and delivering sustainable and attractive returns for our shareholders while preserving capital strength.



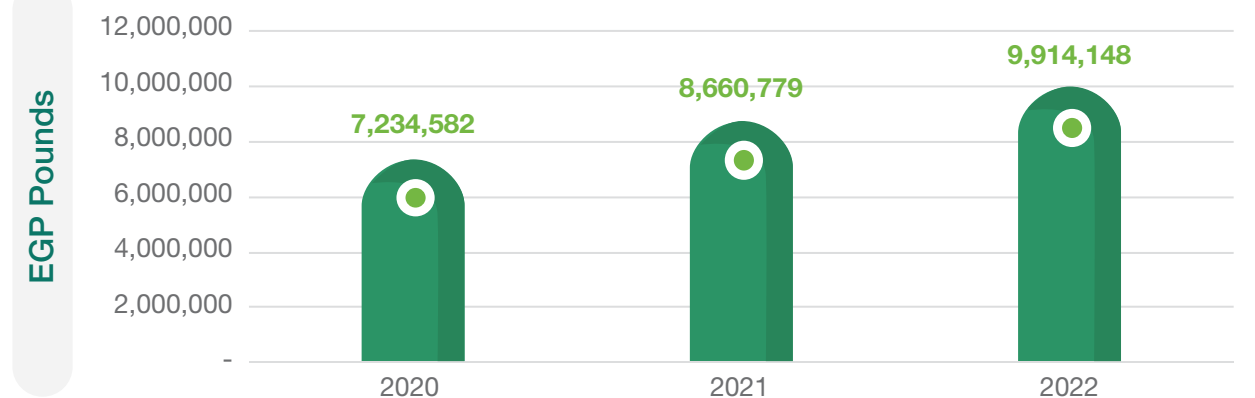
### Profits

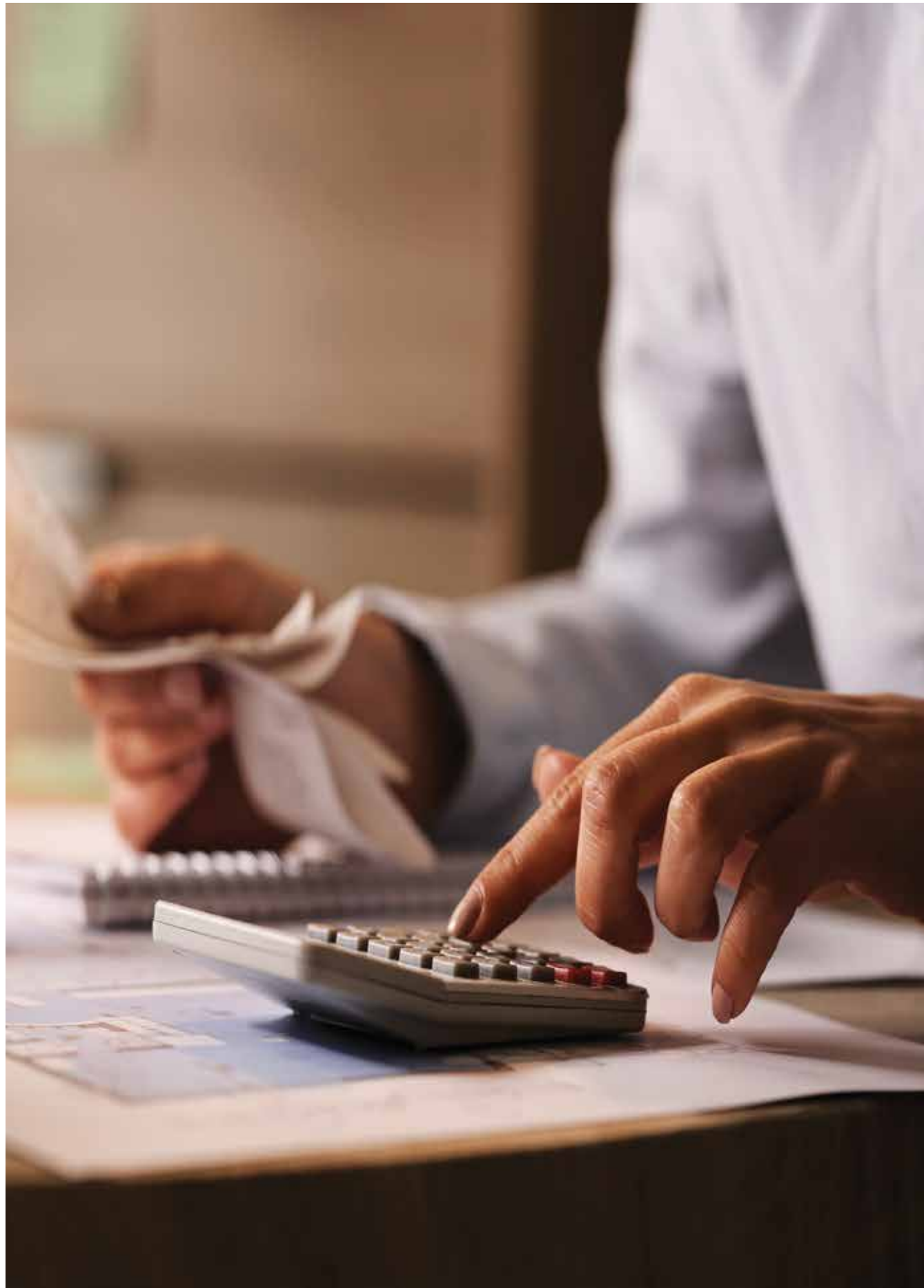


### Total Assets



### Equity





## Intellectual Capital

### Short-Medium Term Impact of Intellectual Capital on the Rest of the Capitals

Intellectual Capital enhances Human Capital by fostering employee expertise and innovation and facilitating knowledge-sharing among employees. Moreover, it also enhances the Social & Relationship Capital enabling the establishment of connections with clients and other stakeholders as this ultimately enhances the Bank's reputation and trust within the community.

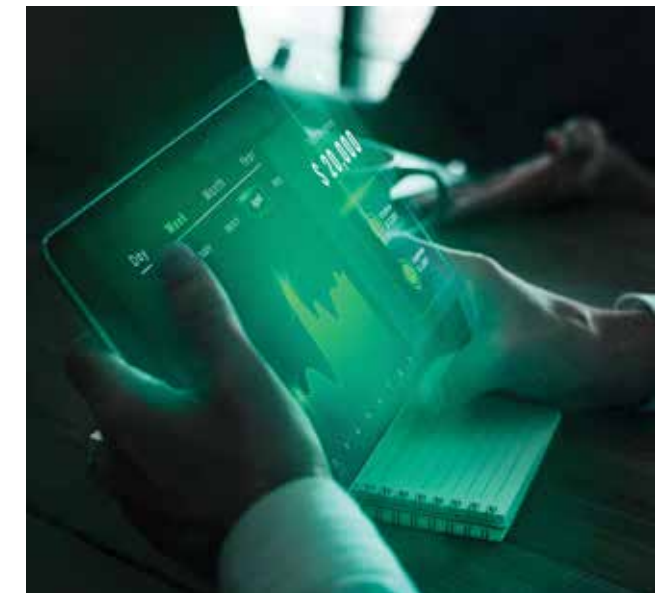


### Intellectual Capital

Natural Capital	
Financial Capital	
Manufacture Capital	
Human Capital	
Social & Relational Capital	

Positive Impact    Negative Impact

## CAE's Digital Transformation Journey



### Main Enablers for Digital Transformation

**1.**

A solid banking infrastructure. In 2015, the Bank launched a new core digital ebanking system.

**2.**

Establishing a collaborative business model integrating all support function's initiatives

**3.**

Creating an internal digital culture



CAE embarked on a robust and accelerated digital transformation journey to introduce an omnichannel approach, marking a pioneering move in the Egyptian banking sector. With the aim of delivering an agile and seamless experience, the Bank is focused on granting customers the freedom to choose how they interact with the Bank, round the clock, adhering to a 100% human, 100% digital banking model, especially in the wake of the pandemic.

On a strategic level, this journey seeks to enhance the Bank's social capital by maximizing customer convenience and loyalty while contributing to the financial inclusion dimension throughout the country.

Additionally, CAE aims to bolster its financial capital by establishing itself as a digital leader, facilitated by substantial investments in digital transformation initiatives throughout the organization. The roadmap encompasses both individual and corporate customers, with tailored development plans addressing the unique needs of each

customer segment. CAE has progressed along multiple priority axes, including the expansion of digital services, integration and enhancement of existing services, rapid transformation of branches, support function involvement, and fostering a culture of change.

CAE initiated its digital transformation journey by launching the Banki Mobile app in late 2016, serving as the first step towards a comprehensive suite of digital services. This transformation has been made possible through a robust banking infrastructure that supports all new initiatives and adopts a fully automated approach.

The agile and collaborative business model integrates all support functions to facilitate the implementation of the transformation. Moving forward, CAE's development plan focuses on two key aspects: horizontal enhancement and upgrade of existing services and vertical deployment of new services. To further accelerate digital transformation, CAE is actively working on



establishing an Open Innovation ecosystem that integrates employees, customers, and FinTech companies. The bank aims to amplify its ongoing efforts by leveraging agile and innovative solutions that surpass customer expectations.

By Q3 2023, CAE is aiming to launch a next-generation, state-of-the-art omnichannel interface that offers new and unique features catering to client needs with an innovative touch. This proactive approach ensures CAE remains at the forefront of the market, providing Egypt's best mobile banking application.

CAE was proud to officially join the local network IPN "Instant Payment Network" in May 2023. The new network allows customers to transfer funds from any account in Egypt, to any account, credit card, wallet, or prepaid card in Egypt, instantly! A revolutionary step; CAE will also be among the first banks to allow Instant payments over its Mobile Banking application Banki Mobile (as well as Banki Lite), disrupting the market again as a leader in digital services.

Digital Channel	Launching Year	Total Volume of Transactions			Growth Rate	Total Number of Customers*			Growth Rate
		2020	2021	2022		2020	2021	2022	
	2009	Supporting Channels							
	2016	959 K	1200 K	1500 K	21%	140 K	165 K	192 K	15.6%
	2016	191 K	110 K	79 K	-28%				
	2016	43 K	92 K	140 K	52%	3055 Corp	3417 Corp	3600 Corp	5.3%
	2018	102 K	270 K	606 K	124%	140 K	165 K	192 K	15.6%
	2020	191 K	110 K	79 K	-28%				
	2022	Supporting Channels							





## Our Plan for a Digital Future

CAE's targets for a digital future encompass several key areas:

### Accelerate Digital Customer Acquisition

- Enhance organic conversion rates by optimizing CAE official website.
- Implement a seamless and exceptional customer journey through digital channels to drive digital sales to existing customers.
- Continuously update CAE digital channels to allow customers to easily request and subscribe to products.
- Launch targeted marketing campaigns through the Bank's mobile banking app, "Banki Mobile."

### Boost Digital Sales to Existing Customers

- Ensure the best customer experience through digital channels.
- Continuously update and improve digital channels to facilitate product requests and subscriptions.
- Implement targeted marketing campaigns through the Bank's mobile banking app, "Banki Mobile."

### Facilitate Digital Acquisition for SMEs through Digital Lending Solutions

- Develop a robust digital lending model internally or in collaboration with fintech partners to support SMEs.
- Contribute to financial inclusion and actively serve the community by offering digital lending solutions to SMEs.

### Enhance User Experience and Integrate Customer Feedback

- Establish continuous feedback channels, including focus groups with customers and staff, to gather insights for new features, services, and technologies.
- Address pain points and align with customer expectations.
- Communicate with customers through their preferred channels.
- Enhance and personalize customer messaging through advanced alerts and notifications.

### Achieve A Comprehensive Digital Offering and Onboarding Process

- Introduce innovative digital channels and solutions for both individuals and companies.
- Develop a fully digital journey for remote banking on the new omni-channel platform.
- Enable self-care services to enhance customer convenience.
- Integrate the latest payment technologies and channels.
- Foster a culture of agility and create ambassadors among CAE staff.

## Digital Financial Inclusion

CAE recognizes that digital transformation plays a crucial role in achieving financial inclusion. It goes beyond providing digital services and channels; it also involves educating customers about the benefits of embracing digital banking. To support this initiative, CAE has introduced Banki Chat, a chatbot available through the website, WhatsApp, and Facebook. Banki Chat serves as a comprehensive information hub for all bank products and digital services. It offers step-by-step guides and tutorials to help customers navigate and utilize the features provided by the Bank's digital channels.

Furthermore, CAE incentivizes customers to embrace digital banking by offering special pricing and exclusive benefits to those who use CAE Banki Wallet. This encourages customers, especially those who are

unbanked, to easily make transfers and bill payments, fostering financial inclusion and contributing to the realization of a modern cashless society.

CAE's digital channels are designed to provide the easiest, fastest, and most secure user journey. They offer intuitive solutions and methods that make it less challenging for customers across all segments to access and utilize digital services. Moreover, these channels facilitate money transfers, cash-in, and cash-out transactions with zero fees. This approach ensures that customers, even in rural areas, can easily access digital services without the need for extensive resources or sophisticated infrastructure. With just internet access, anyone can join the digital transformation seamlessly and at no cost.

Client Segment	Digital Service	Launching Date
Women	Banki Mobile, Banki Lite, Banki Wallet, Banki Online in 2016 & Chabot in 2022	2016 & Chabot in 2022
Youth	Banki Mobile, Banki Lite, Banki Wallet, Banki Online in 2016 & Chabot in 2022	2016 & 2022
Unbanked	Planning to offer Banki Wallet in 2023 & Chabot in 2022	2023
Underprivileged	Banki Mobile, Banki Lite, Banki Wallet, Banki Online in 2016 & Chabot in 2022	2016 & 2022
People with Disabilities	Accessibility features added to CAE official website	2022



## Manufactured Capital

### A Expanding Our Reach

CAE is actively fostering financial inclusion in the country through introducing its strategy on December 10th, 2020, that marked a significant milestone in this endeavor. The primary objective of the strategy is to enhance the accessibility of financial services, specifically in rural and remote areas, by improving existing products and introducing tailored solutions for financially marginalized customers.

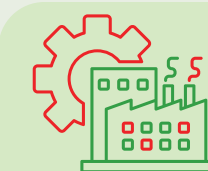
CAE is committed to promoting the adoption of mobile wallets and prepaid cards, supporting entrepreneurs, encouraging innovation through project encouragement, and actively sponsoring activities aimed at raising financial awareness.

CAE's commitment to financial inclusion is reflected in its growing network of branches and ATMs as the Bank currently operates a network of 83 branches strategically distributed across different geographical regions throughout Egypt, with a maximum distance of 5 KM apart from each other within Cairo. The Bank ensures easy access to banking services for its clients, even in remote areas.

The primary objective of this network expansion is to ensure that all segments of the population, especially women and youth, have easy and efficient access to financial services.

### Short-Medium Term Impact of Manufacture Capital on the Rest of the Capitals

Although intellectual capital isn't explicitly mentioned within the Manufacture Capital's context, certain elements of the described initiatives and strategies indirectly intersect with intellectual capital. Concepts like Innovation, Digital Transformation, Technology, Responsible Procurement, Diversity, Accessibility, and Inclusivity can exert an indirect influence. For more information refer to the Intellectual Capital Section. While the absence of explicit environmental precautions leaves uncertainty regarding a positive impact on Natural Capital, the positive relationship between the manufactured aspects of branch eco-renovation and Natural Capital remains evident. For more information refer to the Natural Capital Section.



### Manufacture Capital

Natural Capital	
Financial Capital	
Intellectual Capital	
Human Capital	
Social & Relational Capital	

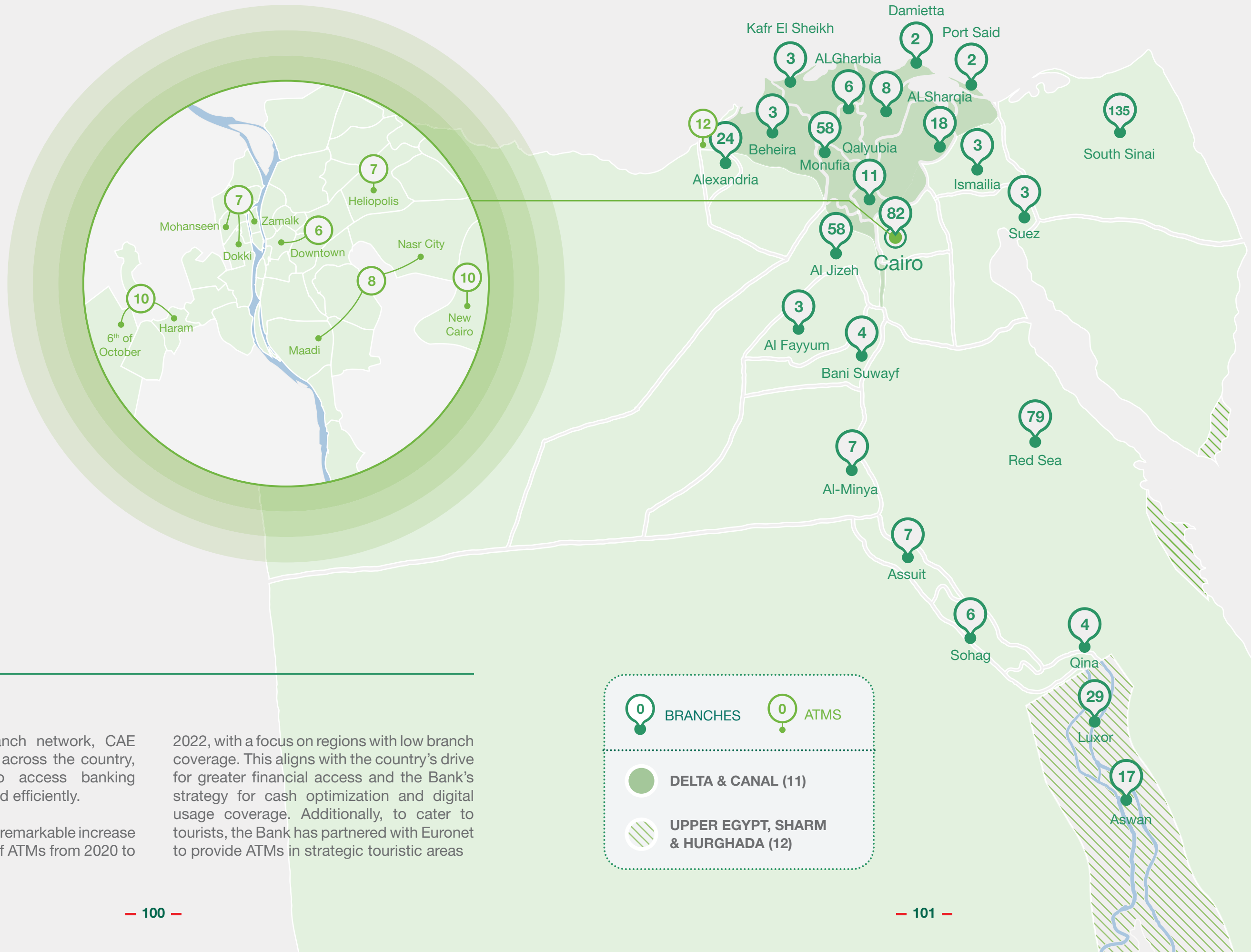
Positive Impact Negative Impact

the Bank currently operates a network of

# 83

## BRANCHES

Branch locations were selected in accordance with the intensity of high population of targeted customers, high trading activity areas, and industrial areas to target SMEs. This reflects the Bank's keen interest in supporting the growth of the Egyptian economy by providing financial services to small and medium-sized businesses.

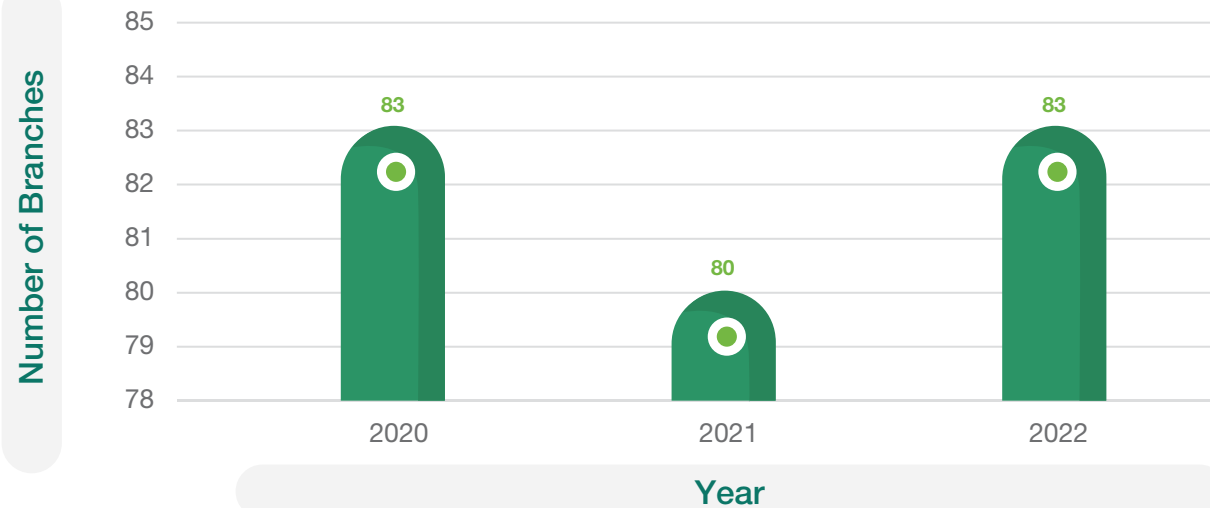


To complement its branch network, CAE has installed 523 ATMs across the country, enabling customers to access banking services conveniently and efficiently.

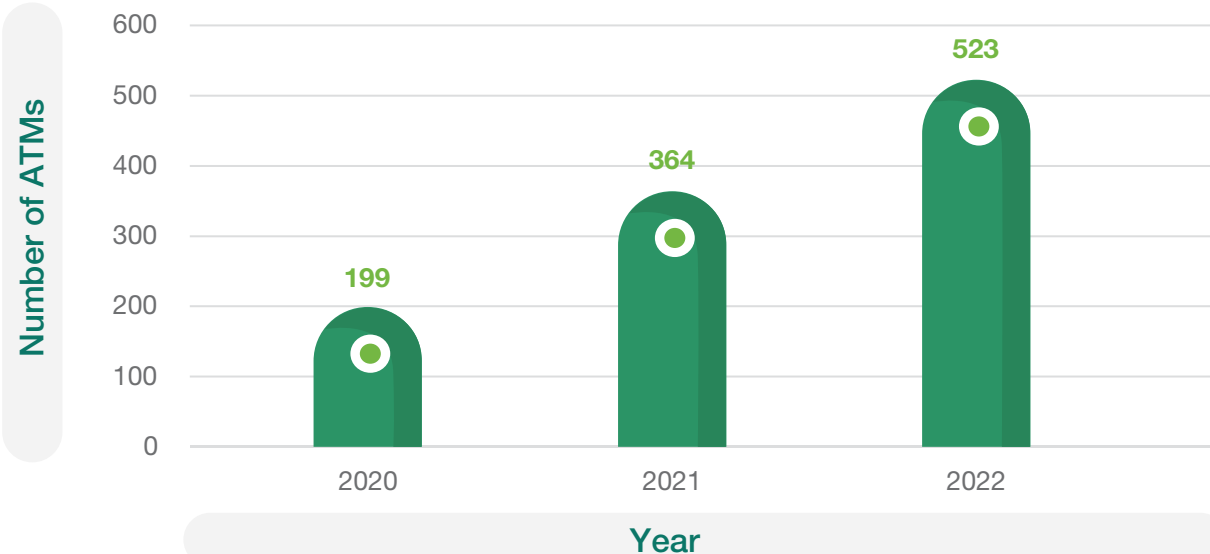
The Bank has recorded a remarkable increase of 163% in the number of ATMs from 2020 to

2022, with a focus on regions with low branch coverage. This aligns with the country's drive for greater financial access and the Bank's strategy for cash optimization and digital usage coverage. Additionally, to cater to tourists, the Bank has partnered with Euronet to provide ATMs in strategic touristic areas

### CAE Branches



### CAE ATMs



In parallel with the increase in the number of ATMs, CAE has also implemented several ATM innovations, including mobile number updates with no need to visit the branch or sign a document and foreign currency exchange. They've also upgraded all old ATMs to improve service time and customer experience, demonstrating their commitment to providing the best possible banking experience.



## Branches for Serving People with Disabilities

Moreover, the Bank is continuously innovating its ATMs to support PWD.

This includes the use of Braille keypads, proper lighting, and talking ATMs (currently under implementation), which allows customers to hear the transaction process. Through these initiatives, CAE strives to ensure that all customers, including those with disabilities, have equal access to banking services.

In 2022, a total of 206 staff members completed sign language training to improve and enable its employees to communicate with people who have special needs. This training allows staff to briefly communicate with individuals who are hearing impaired or have other communication challenges.

### Outreach and Inclusivity

CAE is committed to promoting inclusivity and accessibility for People with Disabilities (PWD). When designing its branches, the Bank takes into consideration specific limitations to ensure easy access for everyone. For example, the branch level should be at the same level as the street level. If the branch level is between 15 cm to 75 cm, a ramp is required, while if it's more than 75 cm, a handicap elevator is needed. The main entrance door should be sliding or hinged doors with a kick rail, with a clear width of more than 85 cm. Additionally, a CSR room equipped to service PWD customers should be located near the entrance door and have extra area for handicap chair maneuvering.

Furthermore, there should be at least one toilet equipped to service PWD customers with a clear door width of more than 85 cm. The Bank has already developed 8 branches dedicated to people with disabilities and planning to increase this number to 12 branches in 2023.

Branch Name/Location	Opening Date
Sadat	2022
Tallat Harb	2022
Hurghada.	2022
Makram Ebied	2022
Madinaty – Open Air Mall	2022
Emerlard-1st settlement	2022
Tharwat	2022
Head Office	2014

### Branches Safety

At CAE, we prioritize the safety and well-being of our customers and employees. As part of our commitment to health and safety standards, we ensure that all our branches are equipped with fire alarm systems, automatic fire extinguishers, and portable fire extinguishers. Our emergency doors are connected to our burglar system and covered with internal and external cameras to provide extra security in case of unauthorized access.

We also make sure that our archiving rooms, if they exist, have standalone automatic fire fighting cylinders or hand-held powder fire extinguishers. To maintain the safety of our branches, we have established a Health and Safety File, which includes important documents such as the Emergency Plan of

the branch, the layout of the branch, the last evacuation report/fire drill report, and the list of Fire Marshalls/BCP Coordinators and First Aiders. Additionally, we ensure that our portable fire extinguishers are maintained at least three times a year by our assigned service provider, with a report provided to the Branch Manager and requirements addressed as needed.

We understand the importance of maintaining a safe and secure environment for all, and we take pride in our efforts to ensure that all our branches adhere to the highest health and safety standards. As part of our ongoing commitment to sustainability, we will continue to prioritize the safety of our customers and employees in all aspects of our business.



## B Responsible Procurement

Previously, the department relied on traditional procurement methods that were plagued with cumbersome paperwork, time wastage, and storage issues. However, to stay ahead of the curve and contribute to global sustainability goals, we have devised a comprehensive digital procurement transformation strategy.

Through this initiative, we have streamlined and digitized every aspect of our procurement process, eliminating the need for excessive paperwork, and saving valuable time. Our goal is to attain a world-class procure-to-pay level, leveraging cutting-edge technology and sustainable practices. With the full implementation of our procurement transformation strategy, we aim to transcend the traditional procurement model and operate in a fully digital and sustainable ecosystem.

In addition to our digital procurement transformation, we recognized the crucial role that diversity plays in shaping a successful procurement team. As part of our transformation strategy, we made a conscious effort to hire team members with diverse backgrounds and experiences, including engineering, technology, and supply chain expertise.

This diverse pool of talents brought a fresh perspective and an open mindset to our procurement team, fostering a culture that is receptive to new and innovative concepts such as sustainability. We believe that a team with diverse perspectives and skill sets can better understand and respond to the complex challenges facing the procurement function today. As a result, we are better

equipped to implement sustainable practices and achieve our world-class procure-to-pay vision.

### Our Supply Chain

CAE's procurement sourcing encompasses three distinct categories: technical (encompassing IT-related needs), banking professional services(covering logistics, safety, and related services).

Additionally, there is a category for other goods and services, which includes Marketing, Communication, and HR-related requirements.

While the Bank engages with both foreign and local suppliers, our procurement strategy primarily relies on local suppliers, accounting for an average of over 90% of our supplier base during the reporting years.

This emphasis on local suppliers demonstrates our commitment to supporting the local economy and fostering strong partnerships within our community.





CAE takes the supplier screening process very seriously to ensure that we only work with ethical and reliable suppliers.

Our process begins by requesting all registration documents from potential suppliers, including a valid commercial registration, tax card, and investment journal, or an equivalent document that shows the ultimate beneficial owners (UBO) and acting partners and their IDs.

Suppliers are also required to fill out the Know Your Supplier (KYS) form and sign all necessary declarations.

Once we receive these documents, we perform a thorough screening of the supplier.

We start by screening the company name, UBO name, and all acting figures that have

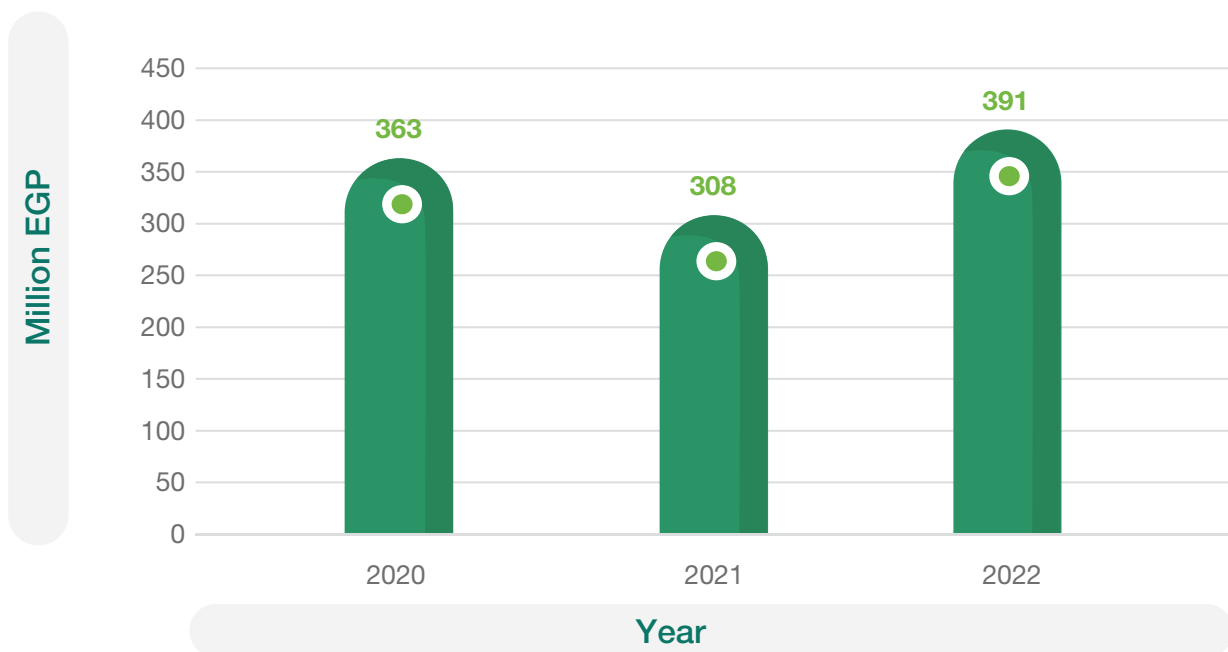
more than 25% of the company shares through local and global sanction lists, including the prosecutor's list, blacklist, and FACTIVA. We also send the same names to our investigation team to prepare a protesto form to check if any of the names have been exposed to bankruptcy.

All the prepared and submitted documents are then shared with our CIOC team to double-check them and create a profile on our CBS system.

Only after receiving confirmation from the CIOC team that the supplier is eligible for dealing with CAE do we proceed with working with them.

By following this rigorous screening process, we ensure that all our suppliers meet our high standards of ethics and reliability.

### Local Spending on Suppliers



### Going Digital

Our procurement function has undergone a significant transformation by embracing the digital life cycle.

We have successfully implemented an end-to-end digital system that encompasses all procurement cycles and actions.

including purchase requests, purchase orders, sourcing, and supplier management.

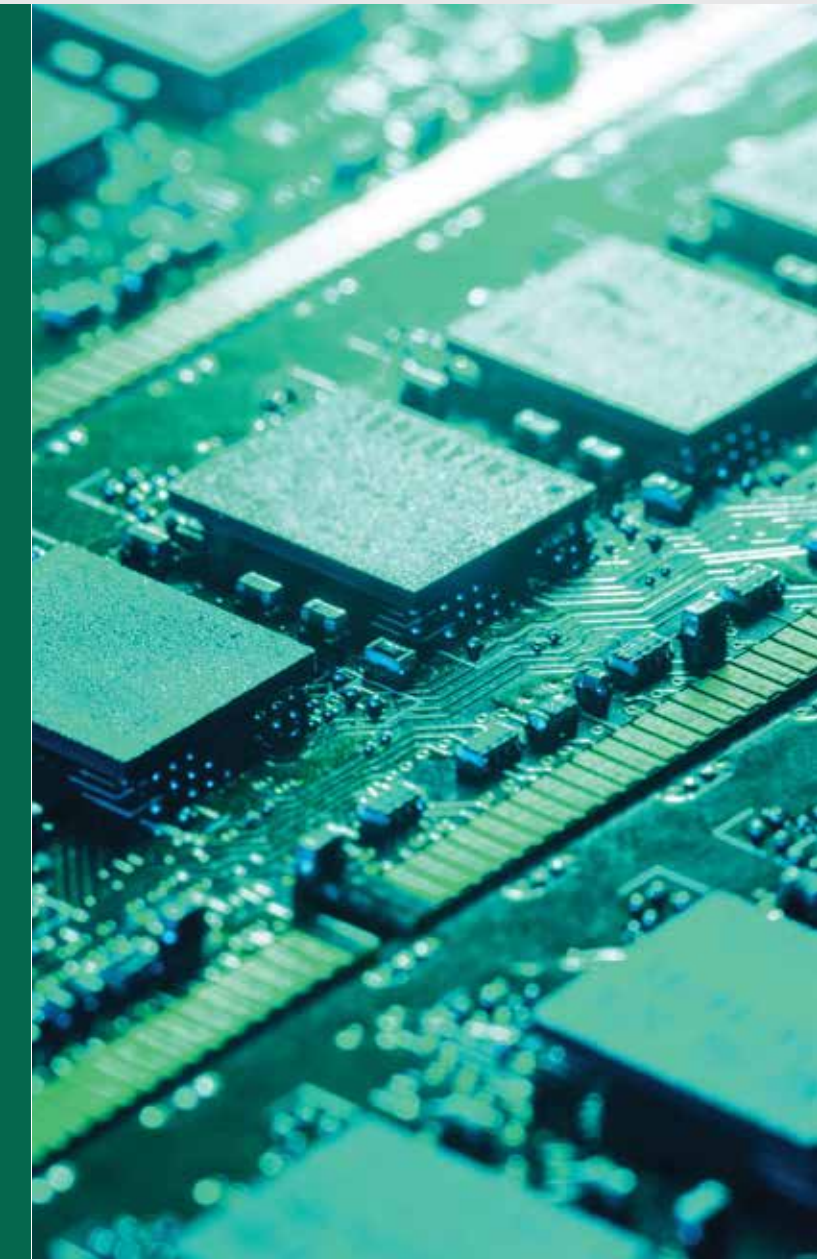
Our procurement transformation has been made possible by the implementation of several modules, including the I-Procurement Requestor Module, which allows LOBs to submit requisitions and receive requested items.

The I-Procurement Buyer Module handles all approved requisitions and issues purchase orders, while the I-Supplier Module enables suppliers to interact with procurement by acknowledging receiving POs, submitting quotations, and submitting invoices.

Our Sourcing Module connects LOBs, procurement, finance, legal, and suppliers to perform any RFX. The Accounts Payables Module allows finance to see invoices submitted on all POs and perform all the necessary financial actions, such as

validating invoices and making payments. Furthermore, the Items Creation Module serves as our items catalog database, where all items and their prices are stored for easy addition to LOB requisitions.

By embracing digital procurement, we have eliminated the need for excessive paperwork, streamlined our processes, and improved our efficiency. This transformation enabled us to better manage our procurement functions, resulting in faster delivery times, reduced costs, and increased transparency.



# Social Capital

## Human Capital

### Short-Medium Term Impact of Manufacture Capital on the Rest of the Capitals

As we invest in our employees, this allows them to contribute to the innovation and knowledge creation processes, which allows for a positive impact on the Intellectual Capital. For more information refer to the Intellectual Capital Section.

As for the Social & Relational Capital, nurturing our employees and engaging them in our social contributions, allows for a strong internal connection which untimely fosters a collaborative environment that supports our social fabric. For more information refer to the Social & Relational Capital Section. The Natural Capital is also positively impacted as we raise awareness and align with environmental

considerations, contributing to more responsible resource consumption and waste reduction. For more information refer to the Natural Capital Section.



CAE places a high value on its employees and their well-being. As a responsible bank, we are committed to creating a work environment that is safe and supportive of our employees' needs. Our goal is to be recognized as a top employer of choice, which requires a relentless focus on maintaining employee satisfaction and engagement.

Unprecedented hardships, such as the global pandemic and economic instability, have plagued the past two years. Throughout that period, our employees have remained a critical asset, helping us positively navigate through these turbulent times. We are proud to say that we have taken proactive measures to support our workers, such as

making sure that new hiring and turnover rates are within acceptable rates. This has allowed us to keep our employees feel secure in their jobs and lessen the negative effects of these difficulties on our business.

In addition to managing our workforce, we have taken proactive initiatives to improve the employee experience in CAE, such as offering a variety of benefits and opportunities for professional growth and self-development, as well as various training and development opportunities, for career progression, and flexible mobility across several business lines.

We are convinced that by investing in our staff, we will be able to draw in and keep great high potential talents while also establishing a solid and long-lasting business in all aspects and areas of the business.

CAE's approach to compensation includes ensuring that entry-level employees receive wages that are above the local minimum wages with no gender wage differentials. CAE employees include full-time and outsourced staff. The outsourced staff meets requirements in various key business fields in which CAE has access to a dedicated workforce for the following areas: **direct sales, call center operations, network branches graduate trainees, retail collection, legal support, KYC (Know Your Customer) services, and clerical staff comprising drivers and messengers.**

By leveraging the expertise of both full-time staff and outsourced staff, CAE ensures the strategic arrangement to optimize its operations, deliver exceptional customer service, and maintain a strong focus on efficiency and productivity.

## Diversity and Inclusion

CAE recognizes the importance of fostering a diverse and inclusive work environment, and we are proud to contribute to local hiring and empowerment initiatives. Our commitment to diversity and inclusion is reflected in various aspects of our workforce composition. Notably, our senior management team, including EXCO members, exemplifies our dedication to hiring from the local community, with 50% of senior management positions filled by calibers from within our local talent pool. By prioritizing local hiring for senior management roles, CAE actively promotes the development and utilization of local talent, contributing to the economic growth and prosperity of the communities we operate in.

This approach is aligned with our commitment to supporting SDG 8, which emphasizes the importance of promoting inclusive and sustainable economic growth, as well as decent work opportunities for all. By providing career advancement opportunities for individuals from the local community, we help foster a sense of ownership, pride, and shared prosperity among our workforces. Furthermore, CAE's dedication to diversity and inclusion extends beyond local hiring. In line with our sustainability efforts, we have made significant strides in enhancing gender diversity within our workforce. From 2020 to 2022, we have witnessed an increase in the number of female employees, with the share rising from 703 in 2020 to 715 in 2022.

However, we remain committed to further increasing the representation of women within our workforce, demonstrating our commitment to SDG 5 and gender empowerment.



## New Hires

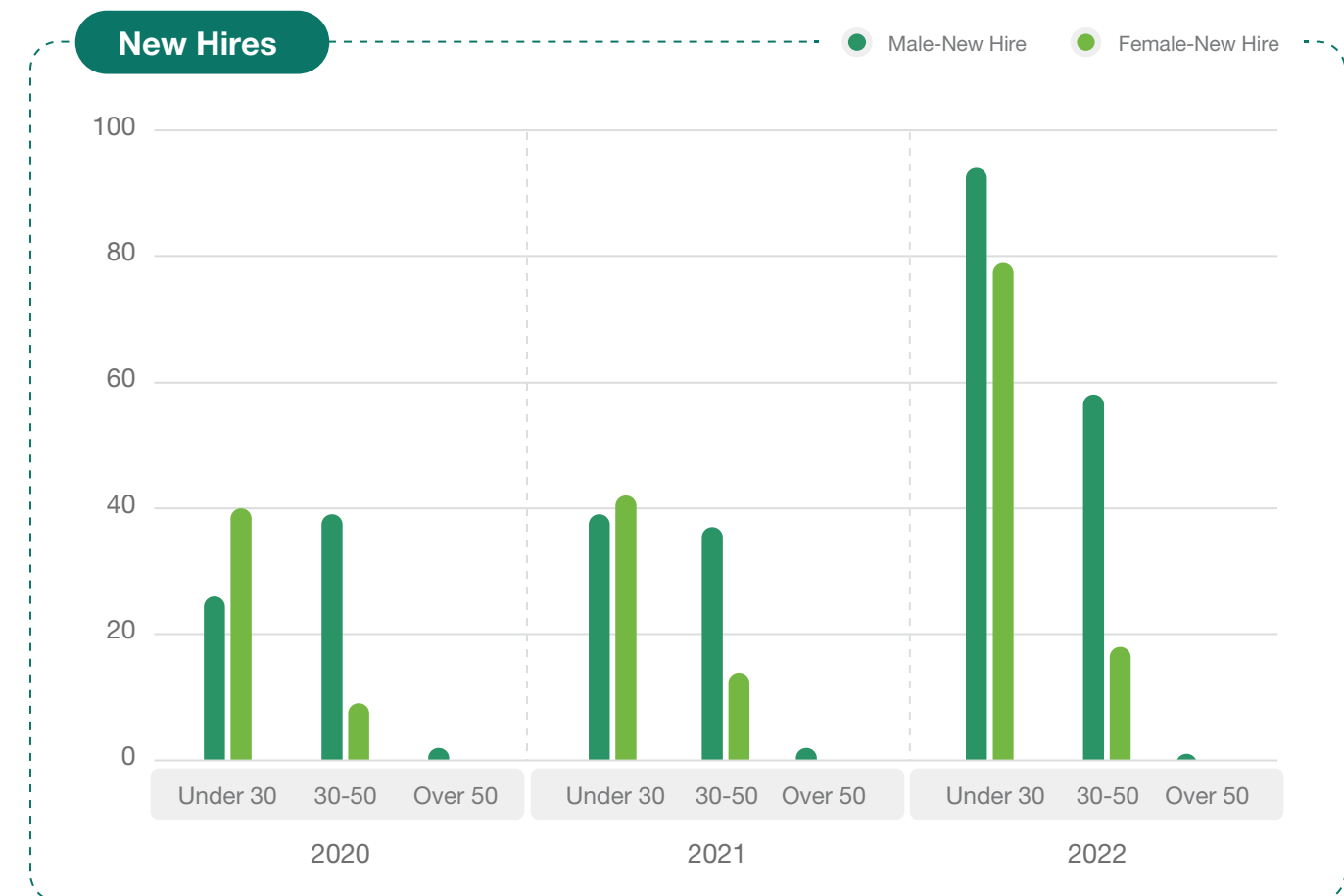
CAE is dedicated to fostering growth and adapting to industry changes, while also prioritizing diversity and inclusion in our hiring practices. We have observed a consistent rise in the total number of new hires across various age ranges and genders throughout the years. In 2020, our new hires numbered 116 individuals, which increased to 134 in 2021 and increased to 250 in 2022.

This upward trajectory indicates our commitment to sustaining an increasing trend in new hires for the foreseeable future. Furthermore, CAE has made significant strides in hiring more females and youth, as evidenced by the rise in new female hires and new hires within the youth age range (30-50) from 2020 to 2022.



This increase underscores our dedication to promoting gender equality, youth employment, and cultivating a diverse workforce.

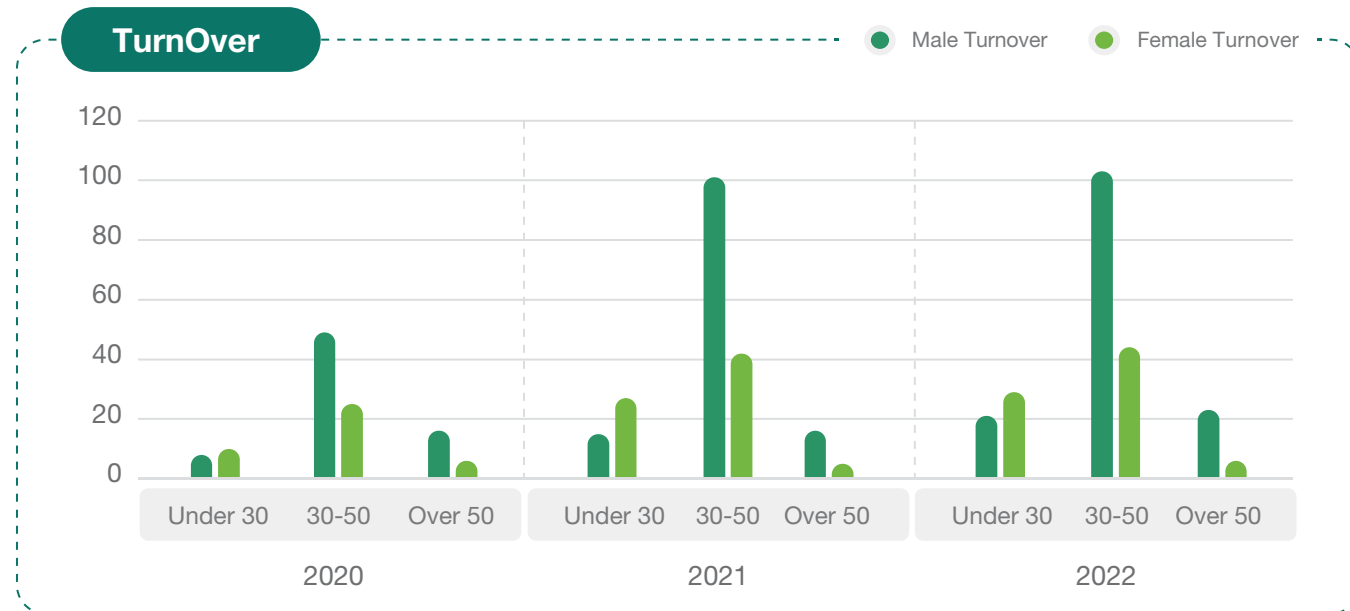
Additionally, CAE played an important role in the economic & social empowerment of young women under its Diversity Program “Pioneer Women”; marking a positive impact by providing vocational training and coaching for 60 young talented females over the past 3 years, out of which 9 were ensured an employability in 2022. CAE is taking a holistic approach to the career development of its female employees, ensuring they have access to a wide range of training and development opportunities.



## Turnover Control

Our data shows that most turnover occurs among employees aged 30-50, particularly among males. This information allows us to tailor our retention efforts and support to this demographic, ensuring that they are engaged and motivated in their roles. We strive to maintain a stable and productive workforce by providing a supportive and inclusive work environment, offering career development opportunities, and addressing turnover through effective management strategies.





## Learning and Development

CAE demonstrates a steadfast commitment to the continual professional development of its employees, providing comprehensive training opportunities for individuals at all management levels and across diverse departments. We understand the significance of an effective training process and actively engage in analyzing any potential skills gaps that employees may possess.

Moreover, CAE fosters a culture of open communication and encourages employees to voice their opinions and insights regarding the identification and resolution of these skill gaps. By actively involving employees in the decision-making process, CAE ensures that training initiatives are tailored to meet the unique needs of each individual.

This collaborative approach not only addresses existing gaps but also facilitates the cultivation of successful business processes. The result of this collaborative effort is a training framework that aligns with the specific requirements of employees and supports the overall growth and development of CAE. Throughout 2021 and 2022, CAE

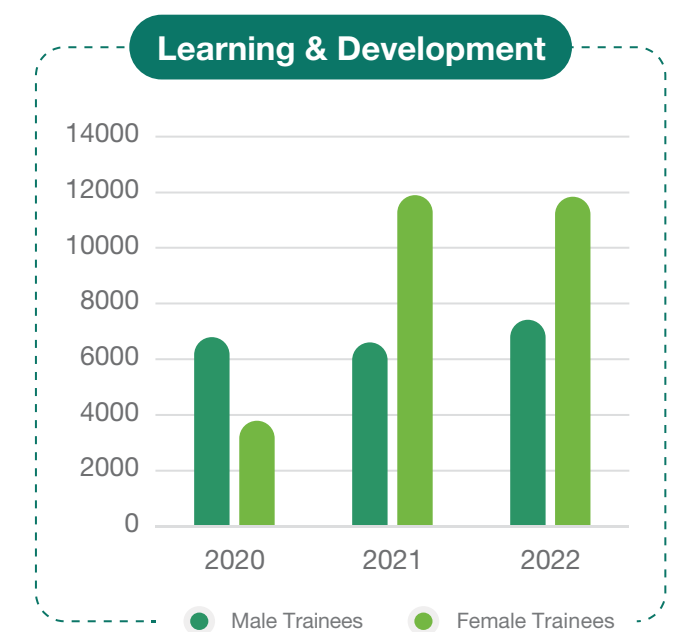
exhibited a comprehensive approach to employee development by providing training courses across a wide range of areas. These courses encompassed various topics such as knowledge of the CA Group, managing people and activities, banking, law and economics, financial management, risk and compliance, methods and CAE, quality, purchasing, marketing, distribution, IT, networks, telecommunications, office IT, business line software, foreign languages, health and safety, personal development, communication, and human resources.

Our training and career development program highlights our dedication to equipping our employees with the knowledge and skills necessary to excel in their roles. By providing a diverse range of training opportunities and actively promoting gender equality in participation, CAE ensures that both male and female employees have access to professional growth and development initiatives. CAE demonstrates its dedication to employee growth and skill enhancement through the significant number of training hours provided to the employees.

In 2020, a total of **29,862** training hours were provided, with **6,794** female & **3,795** male trainees benefiting from these programs.

In 2021, the number of training hours increased to **60,008** with **6,604** female & **11,894** male trainees participating

In 2022, a total of **71,809** training hours were delivered, benefiting **7,426** female & **11,844** male trainees participating



The average training hours per employee also increased over the years, reflecting CAE's commitment to employee growth. In 2020, the average was 12.65 hours per employee. This figure rose to 25.3 hours per employee in 2021 and further increased to 30.16 hours per employee in 2022.

When analyzing the average training hours per employee by gender, male employees received an average of 12.9, 23.7, and 28.06 hours in 2020, 2021, and 2022, respectively. On the other hand, female employees received an average of 12.15, 28.08, and 33.8 hours in the same respective years.

Regarding training hours per employee category, top management, management, and non-management employees received average training hours as follows: In 2020, top management received 12 hours, management received 11 hours, and non-management employees received 12 hours. In 2021, these numbers increased to 26 hours for top management, 25 hours for management, and 25 hours for non-management employees.



In 2022, top management received an average of 21.5 hours, management received 26 hours, and non-management employees received 31.7 hours. These figures highlight CAE's commitment to equipping its employees with the necessary knowledge and skills for their professional development. The CAE's investment in training initiatives fosters a culture of continuous learning and ensures that employees across all levels have access to growth opportunities. By promoting employee development, CAE positions itself for long-term success and establishes a skilled workforce capable of driving the CAE forward.

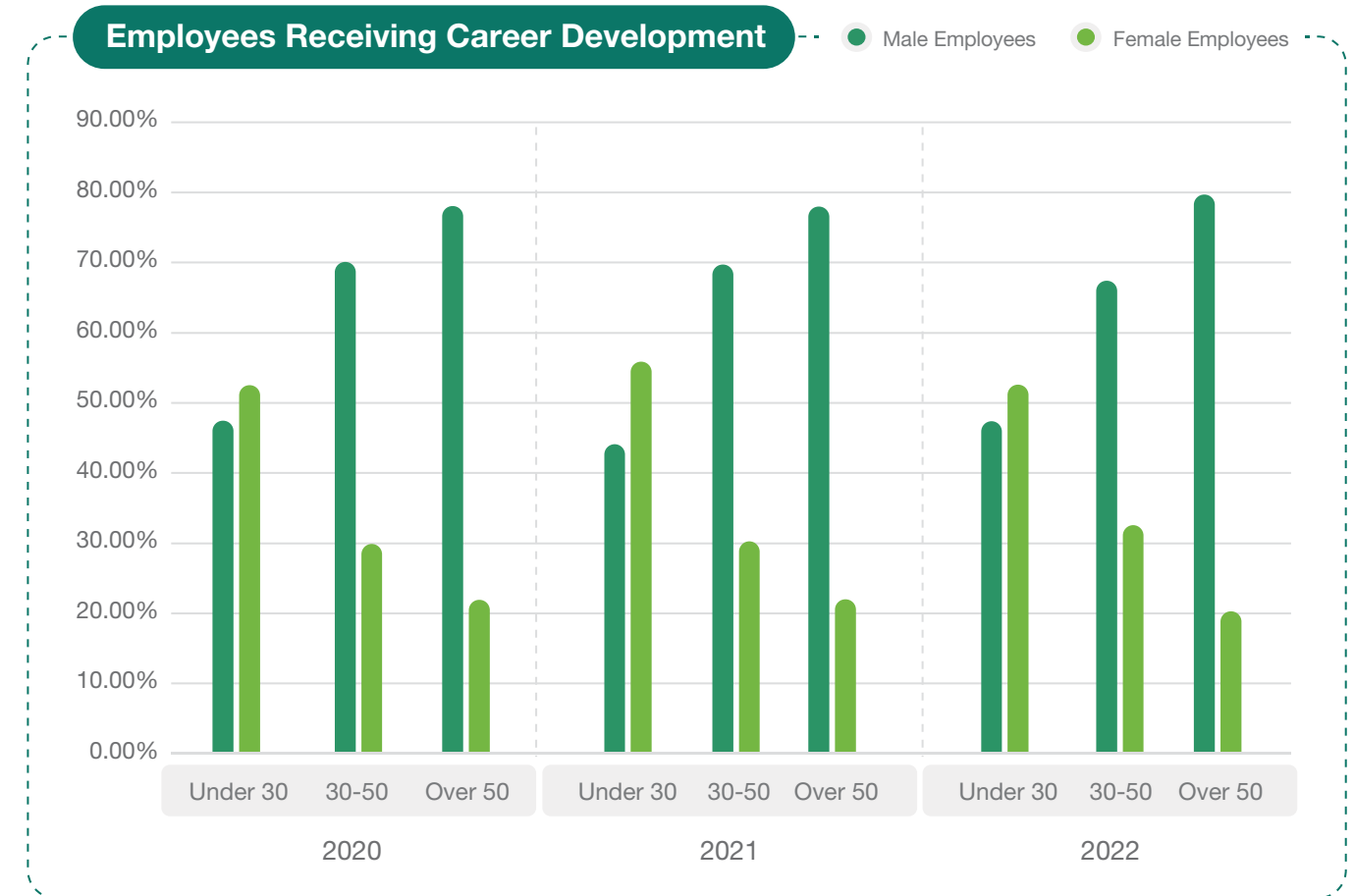
To assess the impact of the training on business performance, CAE actively collects feedback from both its staff and managers. This valuable feedback enables CAE to identify areas that require further improvement and make necessary adjustments to their training programs, ensuring that employees receive the best possible learning and development opportunities.

Furthermore, as part of its internal policy, CAE goes beyond internal training programs and provides funding support for external training or learning programs, regardless of geographical location. CAE does not impose a maximum limit on the funding amount required, recognizing the importance of ensuring its employees have access to high-quality learning that enhances their knowledge and skills, leading to improved work performance.

In measuring the impact of external training on business performance, CAE follows a similar approach to that of internal training programs. By gathering feedback from staff and managers, the insights gained regarding the effectiveness of external training initiatives, allowing for continuous improvement and alignment with business objectives. CAE's comprehensive approach to employee learning and development highlights its dedication to fostering a highly skilled workforce and achieving long-term success.

In alignment with our strong commitment to sustainability, the heads of each department participated in comprehensive training programs organized by the Egyptian Banking Institute and Federation of Egyptian Banks.

These training sessions focused on various important topics including sustainability, ESG, Green and sustainability investment, the current state of sustainable finance, green, social, and sustainability bonds, as well as sustainable strategy and ESMS (Environmental and Social Management System). This investment in knowledge and expertise demonstrates our proactive approach toward integrating sustainability principles into our operations and decision-making processes.





### Anti-Corruption Training & Communications

Communication about anti-corruption policies and procedures has been a priority at CAE over the past three years (2020-2022). We have taken significant steps to ensure that our employees are well informed and equipped to combat corruption effectively. Internally and externally, we have communicated updates and revisions to our Anti-Corruption policy, aligning it with Group instructions and best practices.

These updates were published via our portal and disseminated to all CAE Users by the P&P department. In December 2020, the Anti-Corruption policy was revised, and in September 2022, we also published the Anti-Corruption Strategy to further reinforce our commitment. The Anti-Corruption policy and the Strategy were reviewed and approved by the Board before launching.

To support these policies, we have incorporated Anti-Corruption measures into our CAE Code of Conduct, Code of Ethics and Gift Policy, these policies are readily accessible via our portal and have been communicated to all CAE Users. Additionally,

the Head of Compliance regularly sends communication addressing Conflict of Interest and anti-corruption awareness, providing valuable insights and guidance to our employees. This brief but informative communication, known as “1 Minute,” exemplifies our dedication to fostering awareness and promoting ethical practices.

Furthermore, we conduct monthly “Compliance Full Day Training” sessions, providing in-depth Anti-Corruption awareness and covering related topics extensively. These sessions ensure that our employees receive comprehensive training and stay updated with the latest developments in the fields of anti-Corruption, anti-money laundering, fraud prevention as well as financial security . These sessions are held on a monthly basis and go hand in hand with other E-learning courses that take place every 3 years. We conduct 3 or 4 sessions with at least two sessions per month. These training sessions and E-Learning courses demonstrate our commitment to promoting a strong culture of compliance and fighting against corruption within CAE.

In 2020, a total of 80 top managers, representing 70% of the stakeholders, actively participated in the communication and training initiatives related to anti-corruption policies and procedures. Additionally, 329 managers, accounting for 66.5%, engaged in these activities. Among non-managers, 986 employees, comprising 50.2% of the stakeholders, were involved in the communication efforts. Building on this foundation, in 2021, 62 top managers (58.4%), 304 managers (60%), and 537 non-managers (30.4%) actively took part in the communication and training programs focused on anti-corruption measures. In 2022, our commitment to promoting ethical practices and combatting corruption remained strong. A total of 19 top managers (17.2%), 113 managers (22.8%), and 430 non-managers (24.1%) actively engaged in the communication and training initiatives to reinforce our anti-corruption policies and procedures.

These figures demonstrate the CAE’s dedication to ensuring that all stakeholders are well-informed and equipped to contribute to our anti-corruption efforts. By involving individuals at all levels, we foster a culture of integrity and responsibility throughout CAE, aligning with our commitment to combat corruption effectively.

### Esteeming our Workforce

To support the well-being of employees and their families, CAE offers a comprehensive range of benefits across different areas, reflecting CAE’s commitment to creating a positive work environment and promoting employee satisfaction. Among the benefits offered by CAE is a diverse stock ownership scheme, providing employees with the opportunity to invest in CAE’s long-term success and share its profits.

Health care coverage is another benefit that includes access to medical and dental care services, as well as wellness sessions offered to all staff and designed to promote healthy lifestyles. To support financial stability and security, CAE offers interest-free loans to employees at preferential rates, as well as housing assistance to those who live far from their cities. CAE also provides educational grants to eligible family members of employees in certain cases, ensuring access to quality education for the next

generation. CAE recognizes the importance of planning for the future, providing employees with a retirement provision plan, and offering a secure financial future for employees after their years of service.

In addition, CAE also provides life insurance coverage to its employees. These benefits ensure that employees’ families are financially protected in the event of an unforeseen tragedy or loss. Furthermore, CAE established a Staff Fund plan to provide economic stability to the employees throughout their career journey with the Bank. The plan offers a unique opportunity for employees to accumulate loyalty rewards over time, with a loyalty reward distributed at the end of their service for each year of subscription in the fund. This loyalty reward is equivalent to a 13-month pay, providing employees with an additional financial boost as they transition into the next phase of their lives.

Course Name	Type	Frequency	2021	2022
<b>Fight Against Corruption</b>	E-learning	Every 3 years	589	435
<b>Fight Against Corruption Exposed Persons</b>	E-learning	Every 3 years	321	134
<b>Conflict of Interest</b>	E-learning	Every 3 years	N/A	983
<b>Market Abuse Awareness: General Training</b>	E-learning	Every 3 years	47	13
<b>Market Abuse Awareness: Advanced Training</b>	E-learning	Every 3 years	47	11

## Ensuring Employees' Health and Safety

### ● Health and Safety Guidelines and Procedures

To ensure our commitment to maintaining a safe and secure environment for all employees, we established two comprehensive guidelines and procedures, one of which is specifically tailored for the Head Office and another one for the branches. These guidelines and procedures serve as a framework outlining the best practices, protocols, and preventive measures to mitigate identified risks and hazards.

To ensure that we foster an inclusive environment where the safety of all employees is taken into consideration, our procedures reflect this belief by addressing the diverse needs of our workforce. For instance, we implemented Personal Emergency Evacuation Plans (PEEPs) to ensure that employees who may not be able to reach the designated place of safety unaided or within the satisfactory duration set during any emergency, should have a PEEP.

The main purpose of the PEEP is to provide those individuals with information and assistance to ensure they can evacuate the premises or reach the place of safety in time. Furthermore, we are proactive in responding to the needs of employees in need of a temporary PEEP such as employees with temporary medical conditions.

Any such cases are promptly reported to our Health & Safety Head, who conducts risk assessments and makes necessary evacuation arrangements.

Additionally, we prioritize the safety of our pregnant staff members through periodic

evaluations of their medical condition, ensuring their ability to evacuate safely during emergencies.

By adopting these inclusive practices, we strive to create a safe and supportive environment for our CAE family. Moreover, a set of health and safety standards for every branch is available to make sure that every branch is fully equipped with the necessary resources.

To ensure compliance with these standards, branches must adhere to specific requirements. In case of inspections, branches must provide necessary documents such as the emergency plan, branch layout, evacuation reports, etc.



### ● Health and Safety Training

To reinforce safety measures, we conduct various training courses as an essential aspect of aiming to create a well-informed and prepared workforce, capable of effectively responding to health and safety threats.

The following training programs ensure that employees understand their roles and responsibilities and are equipped with the knowledge and skills necessary to maintain a safe working environment.



#### New Hires Induction Training

As part of the induction process, new employees receive Health & Safety awareness training. This training is organized and presented by the Learning and Development Department, with the Health & Safety Head leading the sessions. The training aims to familiarize the new hires with the bank's health and safety procedures and guidelines. In addition, new hires also receive a site induction conducted by the branch's Business Continuity Plan (BCP) Coordinator. This induction provides specific information about the branch's layout, emergency procedures, and safety protocols. It ensures that new hires are aware of the branch's unique safety features and understand how to navigate the premises safely.



#### Governmental Firefighting Training

Mandatory governmental firefighting training is conducted to certify 25% of the Bank's staff as fire marshals.

The Health and Safety Head takes responsibility for managing these training courses in coordination with the Learning and Development Department. This training equips the chosen employees with the knowledge and skills necessary to respond effectively to fire emergencies.



### Fire Drills

Fire drills are conducted in branches for several reasons. First, they serve as training exercises to familiarize the employees with evacuation procedures during a fire or any other threat requiring evacuation. Additionally, fire drills assess the employees' knowledge of drill procedures, the location of fire exits, and the recognition of the fire alarm sound. The Health & Safety department provides the evacuation drill plan to branches, which should to be followed during working hours. The branch manager confirms that the evacuation drill was conducted and sends the required checklist, using a standard checklist annex, to the BCP Head for review.

### ● Occupational Health and Safety Procedures

At CAE, we understand the importance of thorough accident and incident reporting and investigation, as it allows us to identify areas of improvement, strengthen risk control measures, and ultimately create a safer work environment for all employees. Our reporting and investigation processes are aligned with the Egyptian local law requirements and serve as valuable tools for the Health and Safety Department.

By promptly reporting accidents, incidents, and near misses, we don't just comply with legal obligations, but we also are then able to identify the underlying causes, assess risks, and provide guidance on reducing injuries and illnesses in the workplace. As for Investigating accidents and incidents, we believe that it is a crucial step in ensuring corrective actions are taken and improvements are made.

These investigations help identify why control measures failed, plan for prevention, highlight areas for risk assessment review, and improve overall risk control in the workplace.

It is essential to continue reporting incidents and carry out investigations to efficiently manage risks in the workplace, regardless of their severity. Immediate actions should be taken after an accident, including seeking treatment for injuries, ensuring the area is safe for others, and following the instructions of the enforcing authority. The Health & Safety Manager is responsible for maintaining a log and summary of accidents and incidents for one year. In addition, specific reporting channels for accidents and incidents at both the head office and branches have been established. At the head office, the Health & Safety Manager, Head of Security, and Head Office Building Manager are responsible for reporting. In branches, the Health & Safety Manager, Head of Security, and Head of Branches Maintenance handle the reporting.

The Health & Safety Manager must report severe injuries, property damage, work-related hospitalizations, amputations, and fatalities to the Chief Operations Officer (COO), BCP, and Operational Risk Manager (ORM) within specific timeframes.

### ● Parental Leave

At CAE, we place great importance on the well-being of our employees, as mandated by the Egyptian Labor law. We understand the significance of providing parental leave or maternity leave to support our employees during this important phase of their lives.

Our parental leave policy offers a duration of 90 paid days, allowing employees to prioritize their family responsibilities and our dedication to promoting a supportive workplace culture that recognizes and values the importance of family commitments.

In 2020, a total of 34 female and 48 male employees were eligible for parental leave, and we are proud to share that every single employee availed themselves of this benefit. After the leave period, we witnessed a commendable return-to-work rate of 26.5% for females and an impressive 100% retention rate after 12 months. For our male employees, the return-to-work rate was 100%, with 95.83% of them remaining with the company after 12 months. Moving forward to 2021, we saw an increase in the number of employees eligible for parental leave, with 38 females and 44 males benefiting from this provision. Once again, all these employees took full advantage of their entitlement. The return-to-work rate for females following the

leave period rose to 39.5%, with an impressive 93.33% retention rate after 12 months. Similarly, our male employees demonstrated a 100% return-to-work rate, with 93.18% of them remaining with the company after 12 months. In 2022, we continued our commitment to supporting our employees' work-life balance, with 35 female and 53 male employees eligible for parental leave.

Each employee utilized this opportunity to prioritize their family responsibilities. The return-to-work rate for females showed a positive increase, reaching 48.5%, and an impressive 94.12% of them remained with the company after 12 months. Likewise, our male employees maintained a 100% return-to-work rate, with 96.22% retaining their positions after 12 months.

These figures highlight a positive trend in the return-to-work rates for both genders in 2021 and 2022 compared to 2020, demonstrating our unwavering commitment to supporting our employees during their parental leave and ensuring a smooth transition back to work. Moreover, the high retention rates showcase the effectiveness of our measures in fostering a supportive and inclusive work environment for all employees.

### ● A Digital HR System

As CAE embraces digital transformation, we have taken a significant step forward by forging a strategic partnership with RAYA Holding, an esteemed investment conglomerate. This collaboration focuses on the seamless integration and management of our HR system.

Through the implementation of a cutting-edge HR digitized system, we have developed a suite of advanced HR applications that are revolutionizing the way we deliver HR services. The partnership with RAYA Holding has played a crucial role in streamlining and enhancing our HR operations.

The new HR digitized system brings a host of benefits, including increased efficiency, improved data management, and streamlined processes.

By leveraging the latest technologies and best practices, we have ensured the facilitation of HR services throughout the bank. This innovative system has empowered

us to optimize various HR functions, such as recruitment, employee onboarding, performance management, training and development, and payroll administration. The digitized system offers user-friendly interfaces, automation of repetitive tasks, real-time data access, and robust analytics capabilities, enabling us to make data-driven decisions and drive continuous improvement in our HR practices.

Through this strategic partnership and the implementation of the new HR digitized system, we are positioning ourselves at the forefront of HR technology, enabling us to deliver efficient and effective services to our employees.

This initiative represents our commitment to embracing digital innovation and leveraging its transformative power to drive CAE's growth and success.

### ● Employee Engagement

CAE has implemented a comprehensive internal communication strategy since 2015, aimed at fostering a robust corporate culture where employees are fully informed and actively involved in the CAE's objectives and plans. This strategy is built upon five core objectives: instilling a values-driven culture within CAE, strengthening the connection with CA Group, enhancing employee satisfaction and commitment, ensuring alignment with the bank's strategic goals, and fostering interaction and engagement among staff.

At CAE, we are deeply committed to encouraging our employees to engage in activities that contribute to the enhancement of our communities and shape the culture of our Bank. Working closely with our dedicated Internal Communications team, we have organized a range of Corporate Social Responsibility (CSR) initiatives for our staff to participate in. For instance, during festive occasions, we partnered with Sak El Odheya to distribute Odheya to those in need. Additionally, in 2021 and 2022,

we launched a successful winter campaign where our staff generously donated clothes to support the less fortunate. The remarkable increase in contributions, with 3000 pieces collected in 2022 compared to 168 pieces in 2021, demonstrates the growing engagement and compassion of our employees.

Furthermore, we established a staff contest in collaboration with the CAE foundation, focusing on three pillars: education, health, and the environment. Through this contest, we encouraged our employees to generate innovative ideas aligned with these pillars.

The winners were acknowledged and provided with support to implement their ideas, empowering them to make a tangible impact. We firmly believe that engaging our staff in these meaningful activities not only creates a positive societal impact but also enriches our workplace culture. It enables our employees to contribute beyond their daily responsibilities and fosters a deep sense of connection to our CAE's values and purpose.

### ○ Fairness and Equality

CAE's commitment to equal employment opportunities and unbiased treatment is deeply ingrained in our CAE core values. We prioritize fostering an inclusive, equitable, and empowering workplace for every employee in all aspects of our operations. Our internal policies and guidelines serve as a safeguard against differentiation based on race, color, gender, age, national origin, religion,

creed, marital status, or disability. CAE is dedicated to providing fair and impartial treatment to every employee, recognizing that their qualifications and performance are the sole determinants of their evaluation. Our comprehensive nondiscrimination policy, explicitly outlined in our Code of Conduct, is a vital component of our commitment to equality. We provide employees with a robust grievance mechanism to report



incidents or raise concerns regarding discriminatory behavior within the workplace. Our whistleblowing application allows them to report anonymously, protecting their privacy while ensuring their voices are heard. Our Compliance department diligently handles reports to ensure appropriate action is taken while ensuring whistleblowers are safeguarded against retaliation or persecution.



## Social and Relational Capital

### Short-Medium Term Impact of Social & Relational Capital on the Rest of the Capitals

Employee engagement in CSR initiatives allows for a positive impact on the Human Capital from the Social & Relational Capital.

A similar positive influence is observed in Natural Capital which is driven by the Bank's participation and promotion to initiatives related to sustainability within society which allows Social & Relational Capital to have a positive impact on the Human Capital.



### Social & Relational Capital

Natural Capital	
Financial Capital	
Manufacture Capital	
Human Capital	
Intellectual Capital	

Positive Impact Negative Impact

### Community Empowerment

While CSR serves as the foundation, CSV paves the way to a sustainable future. CAE recognized the importance of shifting our focus from Corporate Social Responsibility (CSR) to Creating Shared Value (CSV). By aligning our business strategy with societal needs, we can create sustainable value that benefits both the Bank and its stakeholders.

### Advancing Our CSR

CA Group has ingrained Corporate Social Responsibility (CSR) into its very DNA, with a vision centered around providing value to the communities in which it operates. Building on this strong foundation, CAE has been actively involved in various initiatives aimed at benefiting society since its establishment in 2006.

In 2018, CAE took an unprecedented step by following the lead of the Group and placing CSR at the core of its business strategy and operations. This was achieved through the launch of their "IMPACT" strategy, which strives to establish the Bank as a leading, innovation-driven, and sustainable financial institution. The strategy is designed to impact four main areas: customers, staff, community, and the environment. Through this approach, CAE aims to make a positive impact on society while ensuring sustainable growth for the Bank.

The Sustainable Development Committee plays a crucial role in ensuring that CAE adheres to its "IMPACT" strategy, which aims to create a positive impact on society and the

environment. The Committee is responsible for approving sustainable projects based on strategic KPIs and their priority levels, while ensuring consistency with the Bank's overall strategy.

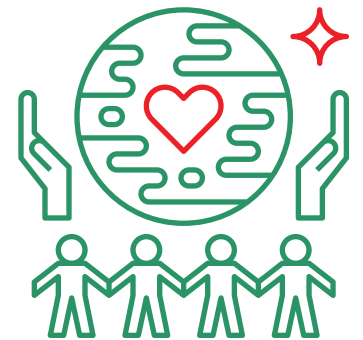
In addition, the Committee reviews and monitors the progress of sustainability projects and initiatives, suggesting new initiatives that align with the best sustainability practices. Any changes or new policies related to sustainability are recommended by the Committee, which also supports the Bank in issuing periodic sustainability reports.

The Committee is also responsible for implementing the FReD initiative, with oversight of its policies and practices, and determining and recommending the most

appropriate CSR policies and practices, all in line with CAE's values.

Overall, the Sustainable Development Committee plays a vital role in promoting sustainable practices and ensuring that CAE continues to make a positive impact on society and the environment.

CAE is committed to creating a positive impact on society and the environment through its Corporate Social Responsibility (CSR) roadmap.



### Confirm our Values of Usefulness to our Community

The Bank strives to engage in projects that have a positive societal and environmental impact for the support of the deprived segments in Egypt.

### Implement the Group's Policy

To ensure that CSR initiatives align with the group's vision, CAE will implement the Group's policy of FReD. This global tool is designed to steer and measure the progress of CSR efforts across all the group's subsidiaries. FReD is based on three pillars: FIDES, which stands for trust; RESPECT, which represents respect for people and territory; and DEMETER, which focuses on preserving the environment. The aim of FReD is to involve and mobilize all entities, encourage their initiatives, and promote the use of CSR practices at the core of their activities.

### Give Full Attention to the National Goals and Serving the Economy

The Bank gives special attention to national goals and serving the economy, taking into consideration the objectives set by the Egyptian government and participating in significant projects that serve the community.

### Seek Successful Partnership

CAE also seeks successful partnerships with NGOs that have more expertise and a broader network to make a better impact and reach underprivileged segments more effectively.

The Bank recognizes the importance of involving its human capital in its CSR initiatives. Its staff will be encouraged to participate and volunteer in different projects to show their solidarity, share their experiences and expertise, and make material donations and offer their time.

### Respect the Environment

CAE also prioritizes respecting the environment by adopting green practices for efficient use of natural resources and encouraging the use of renewable energy sources.

### Financial Inclusion

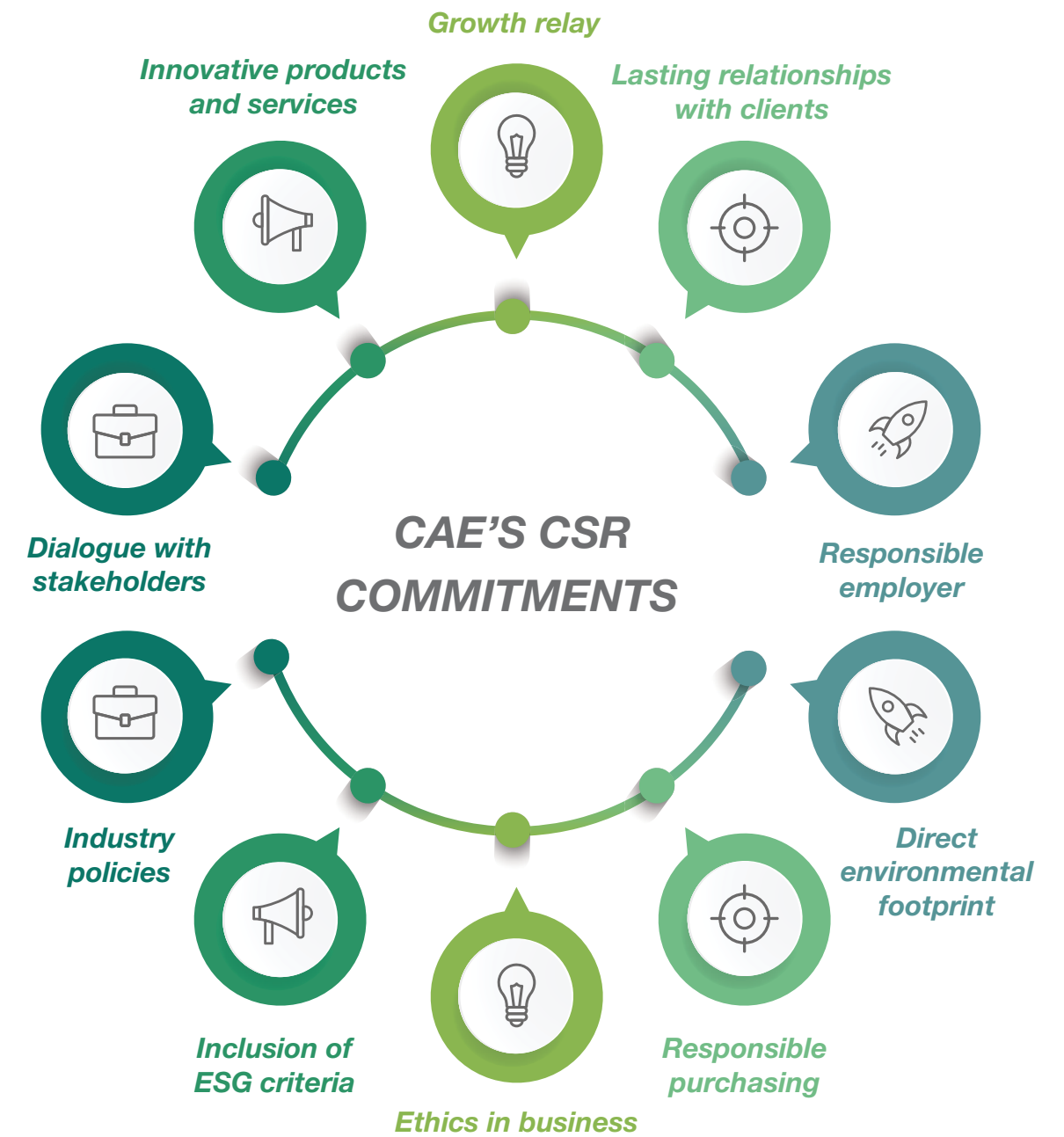
Furthermore, the Bank will focus on financial inclusion and deploy efforts to provide modern digital services to spread banking services throughout the Egyptian community.

### Respect the Regulations

The Bank also respects local and international regulations and adheres to business ethics.

### Customer Satisfaction

The Bank prioritizes customer satisfaction and seeks innovation in order to accompany customers in their roads of life.

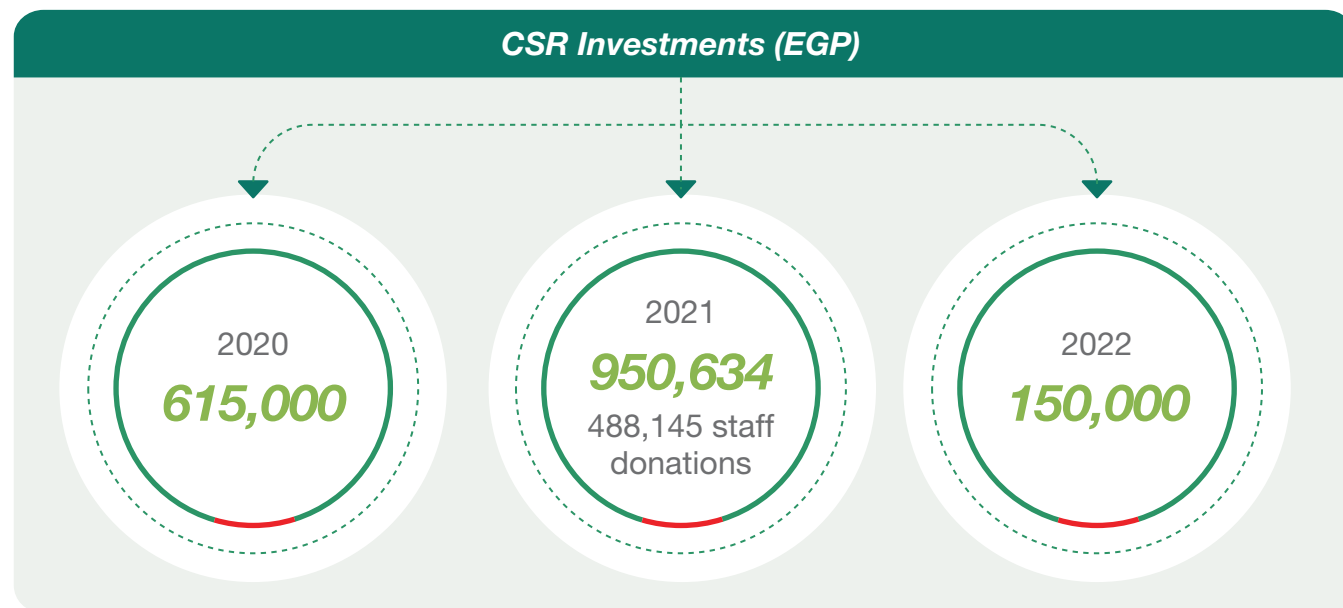


### CAE's CSR Approach and Strategic Pillars

CAE has identified three main pillars that guide its initiatives: social, environmental, and inclusion. Under the social pillar, CAE focuses on giving back to the community through various initiatives that promote social welfare.

The environmental pillar focuses on efforts to protect and preserve the planet through sustainable practices. Meanwhile, the inclusion pillar focuses on promoting diversity and ensuring equal opportunities for women and people with disabilities.





### CAE's CSR Approach and Strategic Pillars

In 2020, the Bank demonstrated its commitment to Corporate Social Responsibility (CSR) through several impactful initiatives that aimed to address pressing social and environmental issues. These initiatives were a testament to the Bank's commitment to making a positive impact on society and the environment, in addition to its core business operations.

Through these initiatives, the Bank sought to support those affected by the COVID-19 pandemic, promote sustainable practices, and improve the quality of life for marginalized communities. In 2020, CAE partnered with Resala and initiated a recycling campaign, which recycled the Bank's wastepaper as well as paper brought in by staff members from home.

The revenue generated from the recycled paper was used to finance medical causes. The Bank also supported the Food Bank program, which offered monthly food boxes to daily workers and their families

affected by the COVID-19 pandemic. The program was part of a marketing campaign that encouraged customers to use digital services, with one EGP donated by the Bank for each digital transaction.

Additionally, the Bank partnered with Misr EIKheir for a winter campaign that provided blankets and roofs for houses, with EGP 500,000 donated to the cause. Furthermore, the Bank supported Ahl Masr through financing the purchase of protection kits for medics specializing in the treatment of COVID-19, with 9% of each transaction refunded to customers as cashback and 1% donated to the purchase of the kits.

In 2021, the Bank continued its recycling campaign with Resala, with 23,290 tons of paper donated to purchase artificial limbs from the Bank and staff. The Bank also partnered with Misr EIKheir for several initiatives, including providing 1000 Ramadan boxes for Minia and Assuit, distributing blankets in AlNagah Village in Minia, and launching a

housing campaign to build roofs in the same village. The Bank's contribution to the Food Bank program continued in 2021, with a Ramadan digital campaign that encouraged digital utilization by promoting a donation of 1 EGP for each digital transaction made using the Bank's services. The campaign resulted in 115,000 transactions, with EGP 115,000 donated to the food Bank.

The Bank also supported the Egyptian Clothing Bank's Kesa2 Campaign, with 750 pieces of clothing donated through staff contributions. Ahl Masr donated EGP 394,590 to purchase a CRRT Dialysis Machine, and staff members donated EGP 488,145 to support Abu el Reech. In 2022, the Bank expanded its contribution to include donating EGP 150,000 to Baheya in celebration of their 15th anniversary and supporting the Egyptian Clothing Bank's Kesa2 Campaign with 399 pieces of clothing donated through staff contributions.

### Corporate Social Value

CAE is moving beyond the traditional approach of Corporate Social Responsibility and adopting the concept of creating Corporate Shared Value.

By doing so, the Bank is actively working towards making a positive impact on society while also creating value for their business. This shift in approach emphasizes the importance of sustainable practices and encourages businesses to take a more holistic view of their impact on the community. CAE's efforts in this area are commendable and reflect a commitment to making a meaningful difference.

In pursuit of its mission to make a positive impact on the community, CAE established the CAE Foundation for Development as an NGO in 2017. The mission of the foundation is to serve the community by designing, supporting and executing self-sustaining projects, which are aligned with the bank innovation-driven strategy; leveraging on the bank global expertise to achieve objectives that are in line with Egypt national agenda. The foundation reports to of the Board of Trustees appointed by the sole founder.

In order to ensure successful implementation and execution of its projects, the foundation undergoes a thorough process. Initially, the Foundation identifies the need gap under it wishes to serve depending on how critical it is. Then we assess potential partners who can execute projects that serve this need efficiently and effectively. After studying proposals, it submits recommended projects to the BOT for approval.

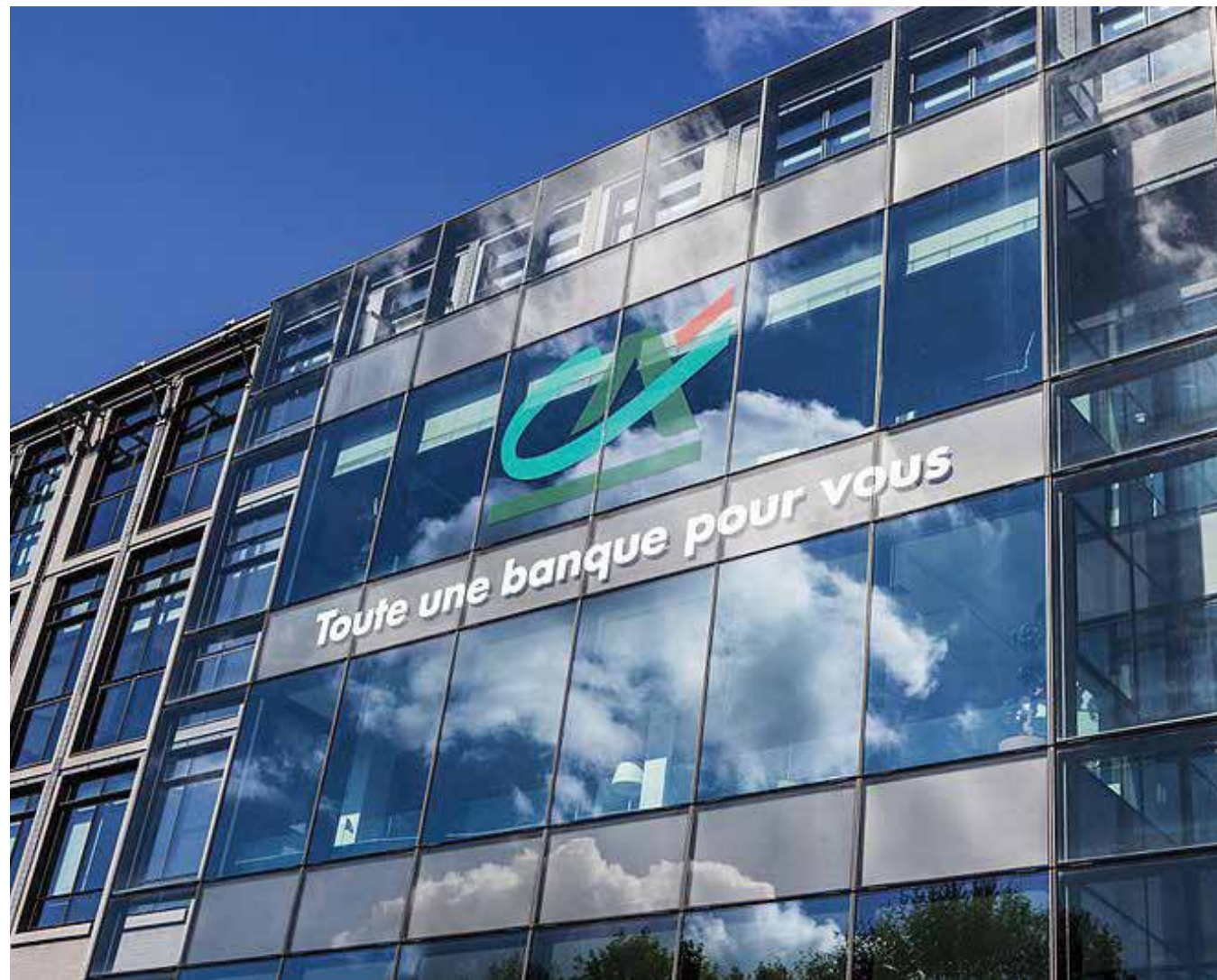
In order to have all its activities in compliance with internal and external regulations and policies, the Foundation coordinates with relevant departments within CAE, including Legal, Compliance and permanent Control and then report to the Board of Trustees that we are compliant. CAE Foundation takes its accountability seriously and ensures that all activities and official documents are reported to the Foundation regulator, which is the Ministry of Social Solidarity.

It also conducts ongoing monitoring and reporting of its running projects to the Board of Trustees to ensure transparency and make use of their members' expertise.

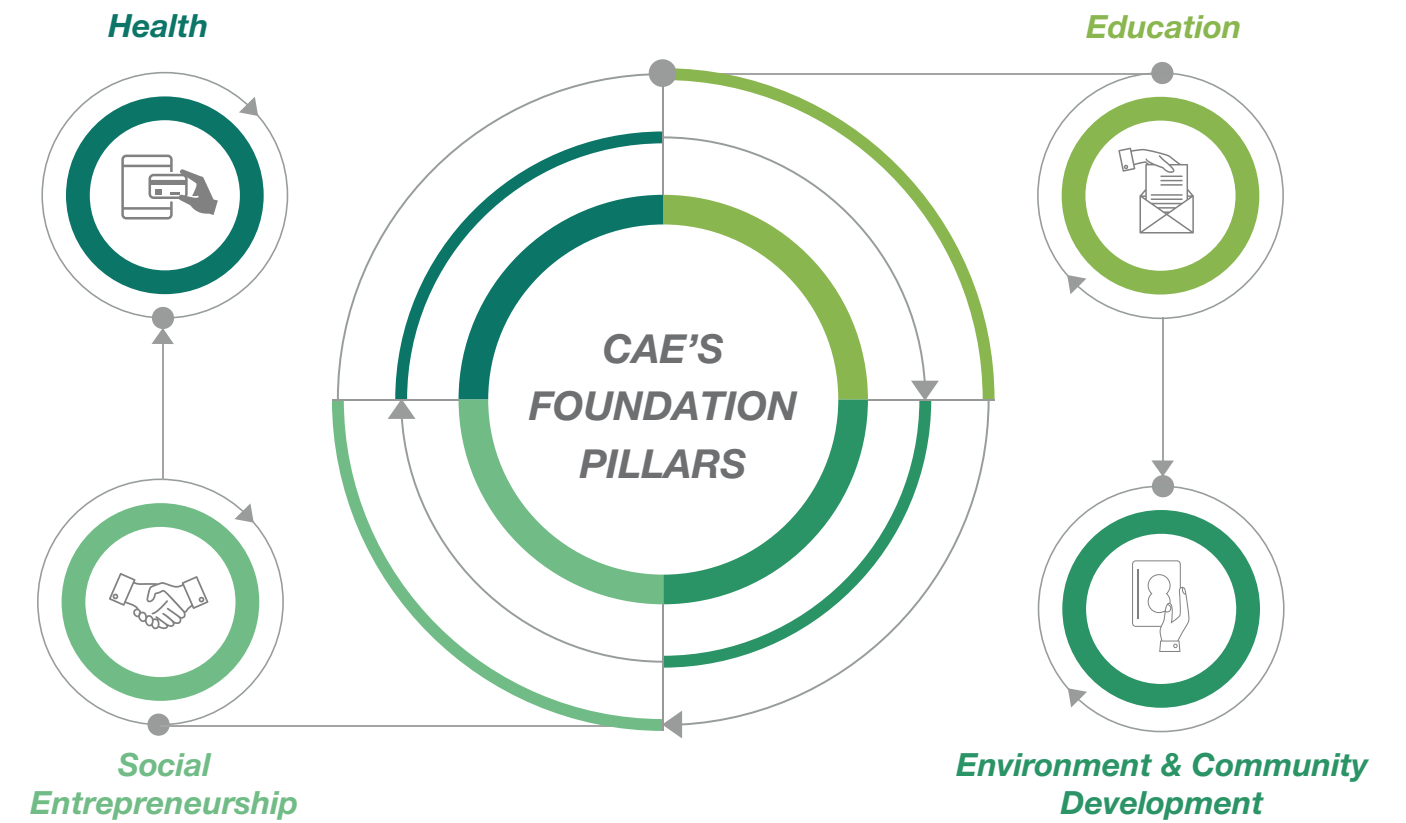
### CAE's Foundation Strategy

CAE Foundation remains steadfast in its commitment to making a noticeable impact. It targets large-scale projects to achieve a significant impact and scales up its projects over time phases to cover complete segments of beneficiaries and/or geographic zones. In order to achieve more effective results out of its projects, the Foundation seeks collaboration with corporate entities and NGO's such as Schneider Electric, Egypt to utilize their technical know-how and execution expertise.

The Foundation's projects serve four pillars, namely: Health, Education, Social Entrepreneurship and Environment & Community Development. In response to the current environmental crisis, the Foundation has added a focus to the environment through a large project with Schneider that reduces CO2 emissions through the use of clean energy sources and reduces water waste. CAE Foundation presents progress updates on its running projects to its Board of Trustees on a quarterly basis during BOT meetings.

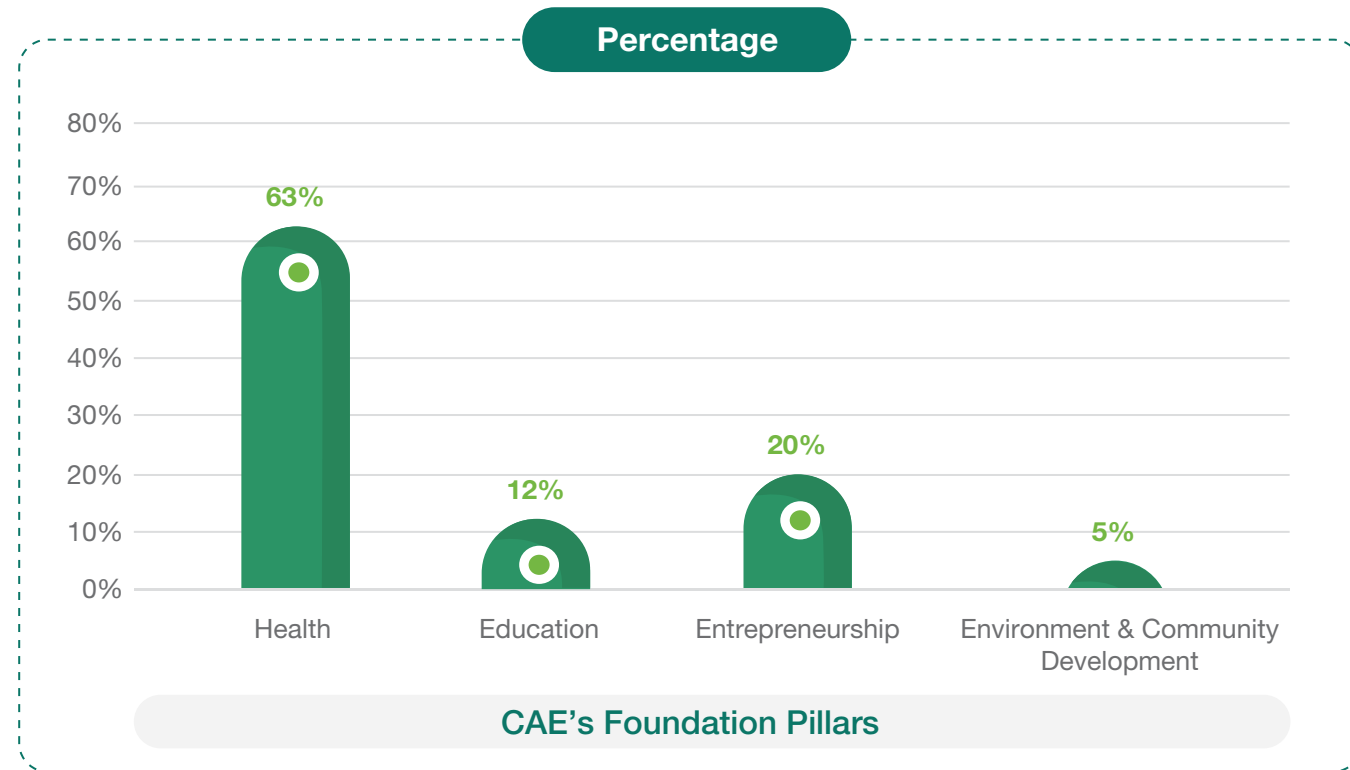


### CAE's Foundation Pillars



	Health		Education		Environment & Community Development	
	Number of Projects	Total Investments in EGP	Number of Projects	Total Investments in EGP	Number of Projects	Total Investments in EGP
2020	3	EGP 9.6 MM	2	3.6 MM	1	2 MM
2021	3	EGP 8.5 MM	1	EGP 4.8 MM	2	EGP 7.5 MM
2022	2	EGP9 MM	2	3.5 MM	1	3.25 MM
<b>Total</b>	<b>8</b>	<b>27.1 MM</b>	<b>5</b>	<b>11.9 MM</b>	<b>4</b>	<b>12.75</b>

### CAE Foundation Contribution



FOR 3 YEARS; 2020, 2021 AND 2022

**EGP 87 MM**

**52,400**  
Lives Impacted

AGIR CHAQUE JOUR DANS VOTRE INTÉRÊT ET CELUI DE LA SOCIÉTÉ

CAE Foundation remains steadfast in its commitment to making a noticeable impact. It targets large-scale projects to achieve a significant impact and scales up its projects over time phases to cover complete segments of beneficiaries and/or geographic zones. In order to achieve more effective results out of its projects, the Foundation seeks collaboration with corporate entities and NGOs such as Schneider Electric, Egypt to utilize their technical know-how and execution expertise.

- 01** Launch two initiatives/projects that are highly scalable and have a significant impact on the community.
- 02** Contribute to causes that are critical and under-served, targeting communities that are often overlooked or marginalized.
- 03** The Foundation is committed to making a significant contribution in support of the environment. By partnering with other entities to utilize its resources, the Foundation aims to drive positive change and promote sustainability to the Environment pillar.
- 04** Enlarge the scope of its projects by partnering up with corporate partners when applicable to leverage additional resources.
- 05** Mobilize and publicize CAE staff engagement in specific Foundation projects. By encouraging employee involvement and participation in Foundation projects, the Foundation hopes to build a sense of community and shared responsibility among its staff, and strengthen the impact of its activities.



## Magdy Yacoub Heart Center

CAE's Foundation contributed to the building of the new Magdy Yacoub Heart Center under-construction in Cairo; as well as to a number of open-heart surgeries taking place in Magdy Yacoub's hospital in Aswan. The Foundation invested US 6.7MM over the span of four years.

The current premium heart hospital in Aswan is one of the largest in the Middle East and is powered by the legendary Sir Magdy Yacoub who provides highly advanced medical care to heart patients, especially children and at no charge. The new center under construction is an extension to the

current, yet more advanced and has a highly sophisticated research and training unit in heart disease led by Sir Magdy Yacoub himself. This Heart center was established with the objective of intervening to prevent and cure heart diseases with the latest in medical development.

With the expertise of Sir Yacoub, the know-how being passed on to future generations of doctors as well as the capabilities of the centers ensures objectives achievement. The running heart hospital saves up to 3000 patients/year, which will be doubled upon the launch of the new center in Cairo.

## Ahl Misr Burns Hospital

CAE supports Ahl Misr Burns Hospital, the first specialized hospital in Egypt dedicated to treating severe burns. The Foundation contributed to the installation of a central sanitization unit.

## Orphans Welfare Initiative

In collaboration with Ibrahim Badran Foundation, the initiative was launched in 2021. The Foundation provides a medical vehicle (mobile clinic) and covers its operating cost to conduct medical convoys to orphanages around Egypt.

The Foundation added to the medical convoys that are still being conducted equipping a central clinic in Beni-Suef with advanced medical equipment as well as covering the cost of psychiatric rehabilitation to a number of orphans that are in critical need of this type of health care.

The convoys covered orphanages in 16 governorates in two years and should cover another 11 governorates in its third year (2023).

Through this project, more than 10,000 orphaned children have received vital medical care, making a significant difference in their lives. The Foundation's investment of EGP 2.9MM in the first year and EGP 3.5MM in the second year demonstrates its unwavering commitment to the health and well-being of Egypt's most vulnerable populations.

## Water Networks and Connections

The Water Connections project has made significant strides in improving the quality of life for residents in rural villages of Upper Egypt.

With a focus on providing clean and fresh water to households, the project has successfully extended water connections to over 15,000 households, a critical step in preventing the spread of diseases such as kidney failure and cancer, which are often caused by consuming polluted water.

The Foundation's commitment to this project is unwavering, with plans to extend water connections to all eligible villages in Upper Egypt over a number of years, dependent on available budget. The objective of the project is to ensure that every resident has access to clean, fresh water, which is crucial for good health and well-being.

By providing clean water, the Foundation is not only helping to prevent illnesses but is also empowering communities, particularly women and children, who often bear the burden of collecting water from distant sources.

The Water Connections project is a vital step towards improving the quality of life and promoting sustainable development in rural areas of Upper Egypt.

The Foundation's investment in this project is a testament to its commitment to improving the lives of people in need.

The Water Connections project serves as an inspiring example of how strategic philanthropy can make a significant and lasting impact on the health and well-being of communities.



### Ebhar Misr Program

In collaboration with Education First Foundation, the highly successful program was launched in 2018 with the ambitious goal of discovering and grooming exceptionally talented young Egyptians in the fields of Art, Science and Technology.

The program has been instrumental in identifying and nurturing the innate talents of young individuals, providing them with exceptional opportunities to showcase their skills and receive top-notch training and guidance to develop their potential to the fullest. Each year, the program conducts rigorous selection procedures to identify 20-25 new participants, and these young talents undergo an intensive training camp, grooming activities, and competitions.

The program also provides university scholarships, both locally and abroad, for the most deserving participants, and collaborates with highly esteemed universities to offer the best possible guidance and training to program participants in their respective fields. The program has

successfully enrolled 86 young participants until 2022, who receive various skill-developing training and mentoring sessions.

The program has even established a music band of instrumentalists and vocalists, as well as an acting group that performs live on public theatres, including the prestigious Cairo Opera house. Additionally, a group of artists trained in painting and sculpture run an annual art exhibit, showcasing their creative works to the public.



### Community Schools Education

The Community Schools Education project, initiated in 2016 and completed in 2021 in collaboration with Masr Al Kheir Foundation, aimed to make a significant impact on the lives of underprivileged children in rural areas. The project involved the refurbishing and running cost of 90 community schools, providing access to quality education for approximately 3000 pupils from grades 1 to 6.

The project not only focused on ensuring access to elementary school certification but also aimed to improve the overall educational experience for these children. This was achieved by providing additional resources, such as educational materials, extracurricular activities, and teacher training programs to enhance the quality of teaching and learning.

The initiative was designed to empower and uplift the local community by providing equal opportunities for education to children in remote areas, where access to quality education is often limited. Through this project, the CAE Foundation and Masr Al Kheir Foundation have made a significant contribution to the development of Egypt's human capital, ultimately contributing to the country's economic and social progress.





### Torath Initiative

Torath Initiative is a project in the field of social entrepreneurship, aimed at empowering marginalized calibers who possess exceptional talent in the area of ethnic handicrafts, and who also have the potential to become successful business entrepreneurs. Conducted in collaboration with Misr Al Kheir Foundation, the project offers a series of structured training programs and procedures designed to take its participants from talented amateurs to trained and professional business owners, equipped with the necessary skills and knowledge to succeed in the modern market. With an investment of EGP 5.5 MM, Torath Initiative is expected to yield 40-50 startups in its initial phase, creating employment opportunities for at least 200 individuals over a period of 18 months.

### Kheir & Baraka Foundation

Kheir & Baraka Foundation is an organization dedicated to empowering home-providing women by giving them the necessary technical and financial support as well as resources and help them launch very small projects. The initiative empowers them with technical know-how and funds to own very small projects to ensure stable income generation.

### Family Empowerment

The Family Empowerment project, launched in 2017 in collaboration with Kheir & Baraka Association, is a highly impactful social entrepreneurship initiative that provides economic empowerment to families in the rural district of Ezbet Khair Allah.

The project focuses on developing the skills of women and providing them with financial support to own and run small enterprises. With an investment of EGP 8 MM over three years, the project has successfully established 520 very small enterprises, supporting an average of 1,800 family members. The ultimate goal of the project is to enable women to support their families by generating income through their own businesses, which they can grow and scale to achieve a decent living with minimal support from others.

The program supporting the project offers follow-up, guidance, and support to small entrepreneurs to ensure the sustainability and growth of their projects. The initiative has had a significant impact on the community, promoting financial inclusion and uplifting families out

## Responsible Investor Relationship

At CAE, we recognize that investors are among our main stakeholders and therefore consider maintaining a solid and transparent relationship with them to be of utmost importance. The role of the Investor Relations Officer (IRO) at CAE is critical to the Bank's success as it helps to build and maintain strong relationships with existing and potential shareholders. In addition, the IRO provides essential information and transparency to the financial market, which can help to create a positive perception of the Bank's performance and prospects.

The IRO works closely with the financial market to develop and execute a comprehensive financial communication strategy that supports the Bank's goals and objectives. This involves identifying the market's needs and expectations and communicating the Bank's performance and strategy in a clear and transparent manner. The IRO also works with the BoD to

understand the concerns and expectations of investors and to address any issues that may affect the Bank's reputation or financial performance. In addition, the IRO helps to retain existing investors and attract new investors by raising awareness about the Bank's activities and opportunities for future responsible growth. The IRO also works closely with the Corporate Secretary and Communication Department to ensure that all information released by the Bank is in compliance with applicable disclosure rules.

To support these efforts, the IRO establishes and monitors the investor database, organizes press and analyst events, attends international investor conferences with the Managing Director, and updates the Bank's website content as needed. The IRO also communicates with shareholders regarding questions and replies related to the General Assembly.

### Channels of Investors' Engagements

Engagement with Investors 2020 & 2021		
Engagement Channel	Frequency	Feedbacks/ Material Topics
EFG Hermes one to one Investor Conference	1 per year	Macro overview, bank strategy review, performance overview
CI Capital Conference	1 per year	

Engagement with Investors 2022		
Engagement Channel	Frequency	Feedbacks/ Material Topics
Microsoft Teams	Ad-hoc	Investor Engagement by HC and Avoir on October 25th, 2022

# Environmental Capital



## Natural Capital

### Short-Medium Term Impact of Natural Capital on the Rest of the Capitals

The positive relationship stemming from the manufactured aspects of branch eco-renovation allows for a Natural Capital impact on the Manufactured Capital. Additionally, raising awareness and initiatives internally such as, the Go Digital campaign can foster a positive impact from the Natural Capital on the Human Capital.



### Natural Capital

Financial Capital	
Intellectual Capital	
Manufacture Capital	
Human Capital	
Social & Relational Capital	

Positive Impact    Negative Impact

## Ecological Footprint

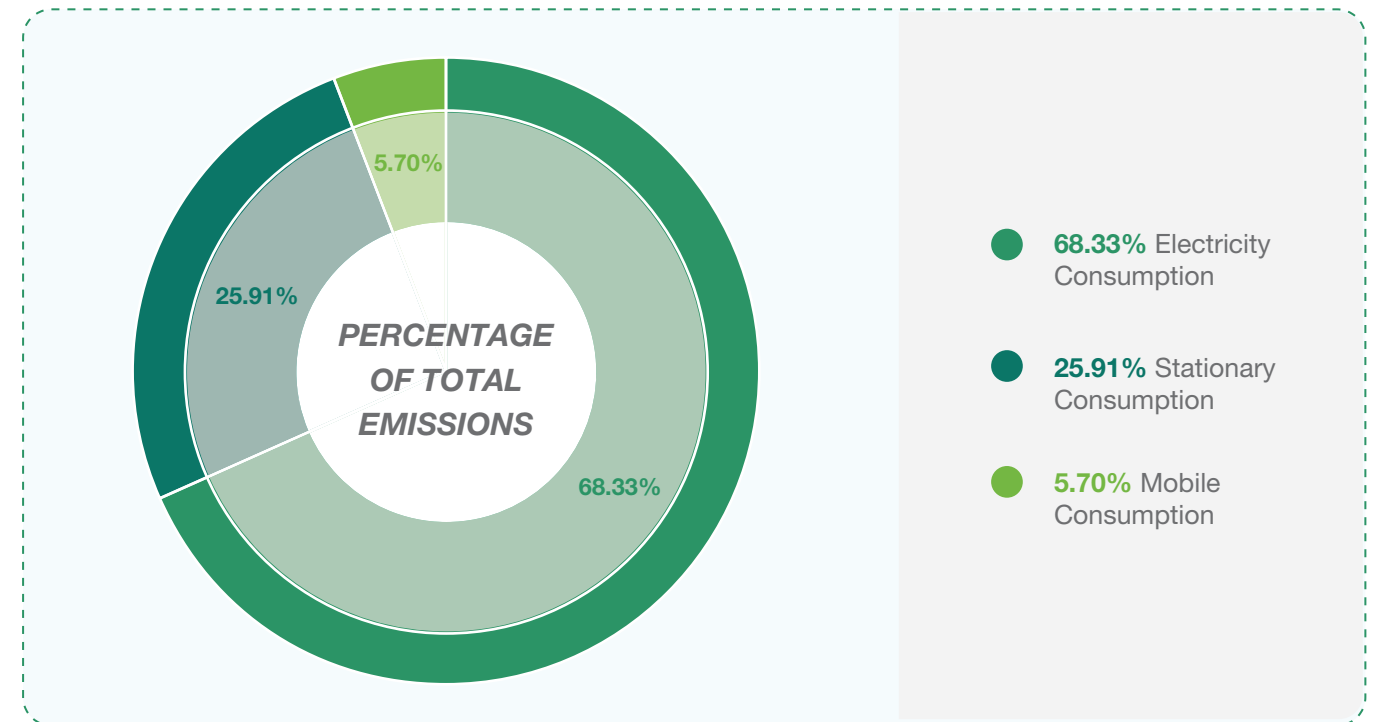
CAE is committed to environmental responsibility and recognizes the importance of reducing its ecological impact.

In addition to decarbonization, the Bank aims to conserve resources, like water, and minimize waste generation.

To measure its carbon footprint and ensure its operations are within the Earth's biocapacity, CAE released its first carbon footprint report for its own head office in 2021.

This report demonstrates the Bank's commitment to sustainability and serves as a valuable tool for monitoring its environmental impact. According to the carbon footprint report, the Bank's Head office total Greenhouse Gas (GHG) emissions for the year 2021, as calculated using the GHG Protocol Corporate Accounting and Reporting Standard and IPCC Methodologies, amounted to 3,416.32 metric tons of CO2 equivalent per year.

The report highlights that the highest contributor to these emissions is electricity consumption, accounting for 68.33% of the total emissions, followed by stationary consumption and mobile consumption.



CAE has set a target to reduce its carbon footprint by the year 2025. The Bank aims to mitigate its Scope 1 emissions associated with natural gas usage by 15% compared to its emissions in 2019. Additionally, the Bank aims to reduce its Scope 2 emissions associated with electricity usage by 20% compared to its emissions in 2019. These targets reflect the Bank's commitment to mitigate its environmental impact and transforming towards more sustainable practices.



## Environmental Performance

In line with its commitment to environmental stewardship, the Bank has implemented robust KPIs to effectively measure and track its greenhouse gas (GHG) emissions at the Head Office. These KPIs play a vital role in monitoring the Head office’s environmental impact and driving initiatives aimed at reducing emissions.

The first KPI focuses on measuring the amount of GHG emissions per employee. Through diligent data collection and analysis, the Bank has determined that the average GHG emissions per employee at the head office amount to approximately 2.8 metric tons per year. This KPI serves as a valuable benchmark for assessing the Head office’s progress in managing and mitigating its carbon footprint. By closely monitoring these emissions, the Bank can identify areas for improvement and implement targeted measures to reduce its environmental impact. The second KPI employed by the Bank measures the amount of GHG

emissions per unit area. Currently, the Head office emits approximately 0.0674 metric tons of GHG emissions per square meter a year. This metric allows the Bank to evaluate the head office’s emissions in relation to its physical footprint, providing valuable insights into the efficiency of its operations and identifying opportunities for reducing emissions intensity.

By utilizing these KPIs at the Head Office, the Bank demonstrates its proactive approach in addressing climate change and minimizing its ecological footprint. The Bank’s commitment to monitoring and reducing GHG emissions underscores its dedication to sustainable practices and environmental responsibility.

Through ongoing measurement and evaluation, the Bank can continuously refine its strategies and initiatives to achieve greater environmental efficiency and contribute to a greener future.

KPI	GHG Emission
GHG emissions per employee	2.8 metric tons per employee a year
GHG emissions per unit area	0.0674 metric tons per square meter per year

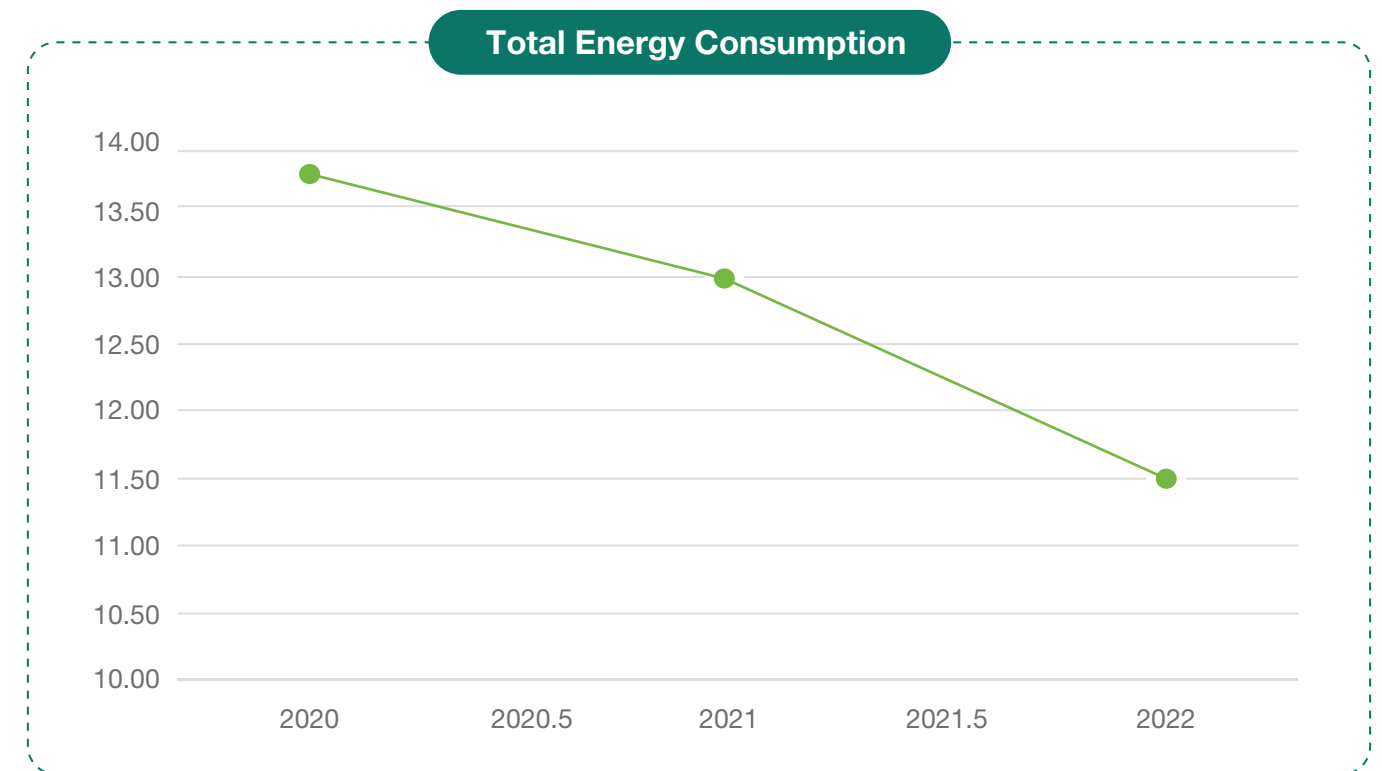
## Energy Efficiency

To proactively manage its energy consumption and explore opportunities for savings, CAE implements regular comprehensive scans and checkups of its premises and network. This diligent approach allows the Bank to identify areas where energy efficiency can be optimized, ensuring that resources are utilized in the most efficient and sustainable way possible.

The Bank’s commitment to energy optimization is evident in the consistent decrease in its total energy consumption

over the years. As depicted in the figure below, the Bank has successfully achieved a downward trend in energy consumption. In 2020, the total energy consumption amounted to 13,713,873.39 KWh.

This figure decreased to 12,964,438.20 KWh in 2021, representing a notable reduction of 5.47%. Building on this progress, the Bank continued its energy-saving efforts, resulting in a further decrease to 11,483,778.74 KWh in 2022, marking a substantial reduction of 11.42% compared to the previous year.



The consecutive year-on-year reductions demonstrate the Bank’s commitment to environmental sustainability and its proactive approach to resource management. By continuously optimizing energy usage, CAE not only contributes to a greener future but also achieves tangible cost savings.



## Resource Efficiency

In 2017, the Bank launched the internal initiative “Go Digital” to rationalize the usage of resources, comprising paper reduction through the digitalizing of processes and creating an awareness campaign for the staff.

In the light of this initiative, the Bank launched the e-statement service to integrate the customers into this initiative in favor of the environment.

The commitment of CAE to environmental sustainability is also demonstrated by its efforts to reduce plastic waste. The Bank has taken a significant step towards achieving this goal by financing Egypt’s first plastic recycling factory.

By supporting this initiative, the Bank is playing a vital role in promoting responsible waste disposal practices and minimizing environmental plastic pollution.

Furthermore, the Bank has taken an innovative approach to promote the use of recycled materials by starting to use recycled plastics in the production of its debit cards. In addition, the Bank has undertaken awareness programs to educate its staff on the importance of recycling and responsible waste management.



Year	Total water consumption (m3)	Total water Treatment (m3)	Total paper consumption (Tons)
2020	43,836	1,752	71
2021	21,918	2,201	73.43
2022	51,513	3,576	89.8

## Green Buildings

CAE’s property department plays a pivotal role in managing the Bank’s properties and implementing expansion strategies to position CAE as a leading, innovation-driven, and sustainable financial institution in Egypt.

In line with this commitment to sustainability, the department has recently taken another significant step by installing photovoltaic (PV) systems at its Head Office, 6th of October branch, the 10th Of Ramadan branch, and the Hurghada branch,

### Building Eco-Renovation

The design and implementation of the Head Office building, the 10th Of Ramadan branch, and the Hurghada branch building were guided by a strong commitment to minimizing energy consumption and promoting sustainability.

These buildings were purposefully constructed with innovative features and technologies that have led to remarkable results in energy efficiency. In comparison to conventional buildings, they have achieved an impressive 60% reduction in energy

generating green power as this PV station increase the energy production by 5% and reducing the Bank’s carbon footprint.

Additionally, plans are underway to add PV stations to two more locations in 2023.

The integration of PV systems aligns with the Bank’s broader sustainability goals, allowing it to leverage clean and renewable energy sources while reducing reliance on conventional power sources.

usage, showcasing CAE’s dedication to sustainable practices. In addition to reducing energy consumption, the buildings have also been optimized to minimize water usage by 40%, contributing to water conservation efforts. Moreover, their design and operational strategies have effectively reduced CO2 emissions by 35%, making a substantial positive impact on the environment.

The following table shows the average total capacity for the PV system for the past three years.

PV System	Total Capacity	Average Annual Production	Percentage of Total Consumption
Head Office	208 kwp	305,245 KWh	7.25%
6th of October Branch	74.2 kwp	112,782 KWh	40%
10th of Ramadan Branch	14.8 kwp	24,000 KWh	16%
Hurgada Branch	14.8 kwp	26,700 KWh	22%

The outstanding sustainability achievements of the Head Office have been recognized through the prestigious Platinum LEED (Leadership in Energy and Environmental Design) Certification. This esteemed certification serves as a testament to CAE's commitment to implementing the highest standards for green and sustainable projects in Egypt.

### Environmental Benefits of the PV Systems

The PV systems installed by CAE have resulted in significant environmental benefits. The Head Office PV system generates green power equivalent to the consumption of 305 households, saving 550,000 kilograms of CO2 equivalent annually, which is equivalent to saving 1,200 trees. Similarly, the 6th of October branch's PV system generates green power equivalent to the consumption of 105 households, saving 32,000 kilograms of CO2 emissions annually, which is equivalent to saving 420 trees.

PV System	Equivalent Households Powered	Annual CO2 Emissions Saved	Annual CO2 Emissions Saved
Head Office	305 Households	550,000 kg	1,200 trees saved
6 <sup>th</sup> of October Branch	105 Households	32,000 kg	420 trees saved



## Climate Action

### ● Climate Change Policy

CAE recognizes the importance of addressing climate change, and as part of CAG, the 1st European Leader in Responsible Investment, the Bank is committed to aligning its climate strategy with the Paris Agreement. This includes taking actions to reduce and offset GHG emissions, aligning with EU targets to cut emissions, as well as supporting Egypt's NDC target of 42% renewable energy contribution.

To promote ESG considerations, climate risk management, investment in green climate, and sustainability-linked projects and sectors, CAE has implemented a new sustainable policy aligned with the principles of sustainable finance set by CBE. As part of this policy, CAE has integrated an ESG rating system into its approval process for borrowing files, with a goal of reaching a completion rate of 70% by June 2023 and 100% by December 2023.

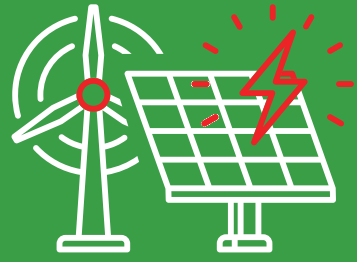
In compliance with its climate change policy, CAE plans to expand its lending portfolio to include green and ESG MTLs financing CAPEX related to improved energy efficiency. This includes supporting renewable energy projects such as green hydrogen, solar, and wind power, as well as green and blue infrastructure projects like wastewater treatment facilities and desalination plants.

In line with the government's aim to meet the rising energy demands of the country through renewable and clean sources, CAE has installed a 200 kWp solar station on the roof of their headquarters in Cairo's 5th Settlement.

This sustainable initiative has led to a 7% reduction in the Bank's energy consumption rate and is designed to meet the highest global standards for sustainability, prioritizing both human health and environmental impact. By utilizing efficient power resources, the solar station contributes to a cleaner and more sustainable future.

By prioritizing sustainability and promoting the transition to a low-carbon economy, CAE is contributing to global efforts to address climate change and build a more resilient and sustainable future for all.





## CAE solar panel is the largest owned by a bank in Egypt

The Photo Voltaic systems installed by CAE have resulted in significant environmental benefits. The Head Office PV system generates green power equivalent to the consumption of 305 households, saving 550,000 kilograms of CO<sub>2</sub> equivalent annually, which is equivalent to saving 1,200 trees.

Similarly, the 6th of October branch's PV system generates green power equivalent to the consumption of 105 households, saving 32,000 kilograms of CO<sub>2</sub> emissions annually, which is equivalent to saving 420 trees.



# 06



## Value Offerings

---

- 6.1 Empowering MSMEs
- 6.2 Retail Banking
- 6.3 Corporate Banking
- 6.4 Remittances

## Empowering SMEs

### Supporting SMEs' Growth

CAE recognizes the vital role that small and medium-sized enterprises (SMEs) play in the economic growth and development of Egypt. In line with our commitment to financial inclusion and support for these businesses, we established the SMEs department to provide specialized financial services and support tailored to the specific needs of SMEs. We have designed various programs, including medical programs and initiatives in collaboration with CBE to ensure accessibility and affordability for SMEs seeking financial assistance. Through our SMEs department, we offer trade finance activities such as issuing Letters of Credit, Letter of Guarantees, and endorsing Import Documentary Credits (IDCs).

These services enable SMEs to engage in international trade and expand their business horizons. In addition to Credit facilities, we assess the Credit worthiness of SME clients not only to provide them with appropriate financial products but also to identify opportunities for cross-selling other banking products that can further support their growth. Relationship management is another crucial aspect of our strategy. We emphasize developing and maintaining strong relationships with our SMEs clients. This enables us to gain a deep understanding of their unique business needs and provide them with tailored advice and support to help them grow and succeed. We have also made significant progress in promoting financial inclusion and supporting the growth of SMEs in Egypt. Our commitment to sustainable development and economic empowerment remains unwavering as we

continue to evolve our services and adapt to the changing needs of the SME sector. So, in a nutshell, Our SMEs department's strategy is directed towards:

**Assessing the Credit worthiness of SME clients**

**Loan origination and underwriting**

**Offering trade finance activities such as issuing Letters of Credit, Letter of Guarantees, and endorsing Import Documentary Credits (IDCs).**

**Credit analysis and loan monitoring**

#### Loan Portfolio Growth

Measures the increase in the SME loan portfolio over a specific period, indicating the Bank's success in attracting new SME clients and expanding its lending activities.

#### Loan Default Rate

Monitors the percentage of SME loans that are in default or have become non-performing, providing insights into the Credit quality and risk management practices of the department.

#### Loan Portfolio Diversification

Assesses the distribution of loans across different sectors and industries, ensuring a balanced and diversified portfolio that reduces concentration risk.

#### Customer Satisfaction

Measures the level of satisfaction among SME clients, reflecting their perception of the quality of service and responsiveness.

**Offering financial products and services tailored to the specific needs of SMEs.**

CAE plays a significant role in supporting SMEs' financial inclusion nationwide by offering a range of specialized services and expertise as follows:



#### Financial Expertise

With CAE's extensive financial expertise and experience, we understand the unique challenges and opportunities faced by SMEs. This knowledge allows us to provide tailored financial advice and solutions that address the specific needs of SMEs, helping them navigate the complex financial landscape more effectively.



#### Credit and Loan Offerings

CAE recognizes the importance of access to Credit for SMEs' growth and expansion. We offer a variety of Credit and loan products designed specifically for SMEs, enabling them to fund their business activities, invest in new projects, purchase equipment, and meet working capital requirements.



#### Treasury and Cash Management Services

CAE provides SMEs with treasury and cash management services to optimize their cash flow and improve financial efficiency. These services include foreign exchange solutions, trade finance facilities, liquidity management, and cash flow forecasting, empowering SMEs to effectively manage their financial resources.

**Offering financial products and services tailored to the specific needs of SMEs.**



**Technology and Digital Solutions**

By harnessing innovative digital solutions, CAE aims to streamline and automate various aspects of our interactions with SMEs, making it easier for them to access our services, obtain financing, and manage their financial needs by providing online banking platforms, mobile banking applications, and e-commerce platforms, which enable SMEs to digitize their operations, streamline processes, and expand their reach to new markets. As a part of the digital transformation efforts within the SME department, CAE has implemented various initiatives and technologies to enhance customer experience and operational efficiency including the following:

• **E-commerce**

CAE has recognized the importance of e-commerce for SMEs and has facilitated their entry into the online marketplace. By establishing an online presence through e-commerce platforms, SMEs can expand their reach, connect with a wider customer base, and offer their products and services in a digital environment.

• **Online Banking**

CAE has introduced online banking services specifically designed for SMEs. This includes an online banking application that enables SME customers to access their accounts, perform transactions, and manage their finances conveniently and securely. This digital platform provides SMEs with real-time access to their financial information and allows them to conduct their daily operations with ease.

• **Mobile Apps**

CAE has developed mobile applications tailored to the needs of SMEs. These mobile apps provide SME customers with a range of features and functionalities, such as mobile ordering, customer service support, and access to relevant financial resources. The mobile apps enhance convenience, allowing SMEs to manage their finances and engage with the Bank's services while on the go.



**Risk Management and Security**

CAE places great importance on risk management and security for SMEs. We provide comprehensive risk management solutions and security measures to safeguard SMEs' financial transactions and protect against fraud and other security threats. This ensures that SMEs can focus on their core business activities with confidence and peace of mind.



**Customer Service and Support**

CAE places a strong emphasis on customer service and support for SMEs. Dedicated customer service teams are available to assist SMEs with their queries, provide timely support, and ensure a positive banking experience. These teams work closely with SMEs to address their specific needs and provide personalized solutions.

**Providing financial advice and support to help SMEs grow and succeed.**

**Managing and growing a portfolio of SME clients.**

**Portfolio management and risk assessment.**

**Business development and relationship management.**

**Collection and recovery management of legal and regulatory aspects associated with loans.**

By leveraging these points of strength, CAE aims to achieve financial inclusion through providing SMEs with access to tailored financial solutions, prudent risk management practices, and dedicated support throughout their business journey. We are committed to empowering SMEs and enabling their sustainable growth, thereby contributing to the overall economic development and financial inclusion in Egypt.

We understand the unique challenges and opportunities that SMEs face, and our department is focused on creating a conducive environment for their growth by offering specialized services and initiatives. In this section, we will highlight the KPIs of our SMEs department, showcasing our commitment to empowering and facilitating the success of small and medium-sized businesses in Egypt.

There is a notable increase in the number of small and medium enterprises served, reflecting the Bank's emphasis on supporting the growth and development of these businesses.

This expansion in serving small and medium enterprises aligns with the Bank's strategic objectives to empower and facilitate the growth of this crucial sector of the economy. CAE demonstrated significant growth in supporting small enterprises through increased loan provisions.



## Promoting Microfinance

CAE has a separate plan for microfinance as a tool for achieving financial inclusion. We recognize the importance of microfinance in providing access to financial services for individuals and small-scale entrepreneurs who may not have access to traditional banking services. Our plan focuses on partnering with reputable and credit worthy Microfinance Institutions (MFIs) to extend financial services to underserved communities and promote financial inclusion. Following CBE's decision to include microfinance lending as part of the allocated percentage for SME finance in Banks' total portfolios, CAE strongly supported this decision. We targeted and successfully financed the top 10 MFIs that meet the CBE's qualified criteria and comply with the regulations set by the Financial Regulatory Authority (FRA). In addition to loans, CAE offers a range of services to MSMEs (Micro, Small, and Medium Enterprises) to support their growth and success. These services demonstrate CAE's commitment to supporting MSMEs beyond loans. We aim to provide comprehensive support and resources that empower MSMEs to thrive, innovate, and contribute to sustainable economic development. These services include:

- 1

### Advisory services

CAE provides advisory services tailored to the specific needs of MSMEs. Our experienced professionals offer guidance and expertise in areas such as financial planning, business strategy, market analysis, and risk management.
- 2

### Financial literacy programs

CAE recognizes the importance of financial literacy for MSMEs. We offer financial literacy programs and workshops aimed at enhancing the financial knowledge and skills of entrepreneurs and small business owners.
- 3

### Training and workshops

CAE also organizes trainings and workshops designed to enhance the capacity and capabilities of MSMEs.

## CAE Supports Micro Enterprises Through Various Initiatives and Measures in the Following Areas:

### Credit Worthiness Assessment and Speed of Underwriting Process

CAE conducts thorough credit worthiness assessments of Micro Enterprises and SMEs to evaluate their financial stability, repayment capacity, and credit worthiness. This assessment process is carried out efficiently to provide timely decisions on loan applications. CAE aims to streamline the underwriting process, reducing the time required for credit evaluation and decision-making.

### Risk Management and Contingency Planning

CAE implements robust risk management processes to identify and assess credit proposals promptly. By carefully evaluating the risks associated with lending to Micro Enterprises and SMEs, CAE can ensure prudent lending practices. Additionally, the Bank has contingency plans in place to mitigate potential risks and respond effectively to unforeseen circumstances.

### Flexibility and Adaptability

CAE recognizes the importance of being flexible and adaptable in the face of rapidly changing circumstances. The Bank is open to new ideas and opportunities and can quickly pivot its operations and strategies as needed. This enables CAE to respond effectively to market dynamics and tailor its offerings to the evolving needs of Micro Enterprises and SMEs.

### Diversification

CAE aims to diversify its product offerings and customer base to reduce dependence on any single market or product. By identifying new markets and opportunities, CAE seeks to expand its range of services and cater to a broader customer base. This diversification strategy helps mitigate risks and enhances the Bank's ability to support Micro Enterprises and SMEs across various sectors.

### Time to Yes and Time to Cash

CAE strives to minimize the time required for loan approval and disbursement. The Bank aims to provide timely decisions on loan applications to help Micro Enterprises and SMEs access the necessary funds more quickly, enabling them to seize business opportunities and address their financial needs promptly.

### Incentives

CAE offers various incentives to encourage Micro Enterprises and SMEs. These incentives may include preferential interest rates, reduced fees, or customized loan terms to support the growth and development of these businesses. The Bank aims to provide favorable financial conditions that align with the specific requirements and goals of Micro Enterprises and SMEs.

### Cross-selling

CAE leverages its relationship with Micro Enterprises and SMEs to offer cross-selling opportunities. For example, the Bank may provide payroll services or credit facilities to the organizations' shareholders and key persons. This approach enhances the value proposition for Micro Enterprises and SMEs, providing them with additional financial solutions and services that meet their specific needs.

### Cost of Credit , Fees, and Fines

CAE considers the cost of credit , fees, and fines associated with its offerings. The Bank aims to provide competitive and transparent pricing, ensuring that Micro Enterprises and SMEs have access to affordable financing options. Additionally, CAE grants initiatives set by CBE, which can provide financial support and incentives to Micro Enterprises and SMEs.

The growth in the total loans provided in the microfinance portfolio reflects the Bank's efforts to adapt to the evolving needs of different enterprise sizes and align its lending practices accordingly. The increase in loans for small enterprises demonstrates the Bank's dedication to fostering entrepreneurship and enabling the expansion of small businesses, which are essential drivers of economic growth and job creation.





# Retail Banking

The period 2020-2022 witnessed an upward trend in CAE's retail banking portfolio. This positive growth trajectory indicates the Bank's ability to attract retail borrowers and expand its lending activities. It showcases the Bank's effective strategies in capturing market opportunities and meeting the financial needs of its retail customers.

The steady increase in the total volume of the retail lending portfolio from 2020 to 2022 also reflects the Bank's strong performance and resilience in the face of economic fluctuations and challenges. It demonstrates CAE's sound risk management practices, allowing it to maintain a healthy loan portfolio. To achieve this, the Bank has developed customized packages specifically designed to cater to the unique requirements and

lifestyles of its clients as they progress through different life stages. The Fidèle Club provides exclusive banking experiences to esteemed customers, delivering priority service, personalized assistance, and tailored guidance to help them achieve their goals and adapt to their lifestyles.

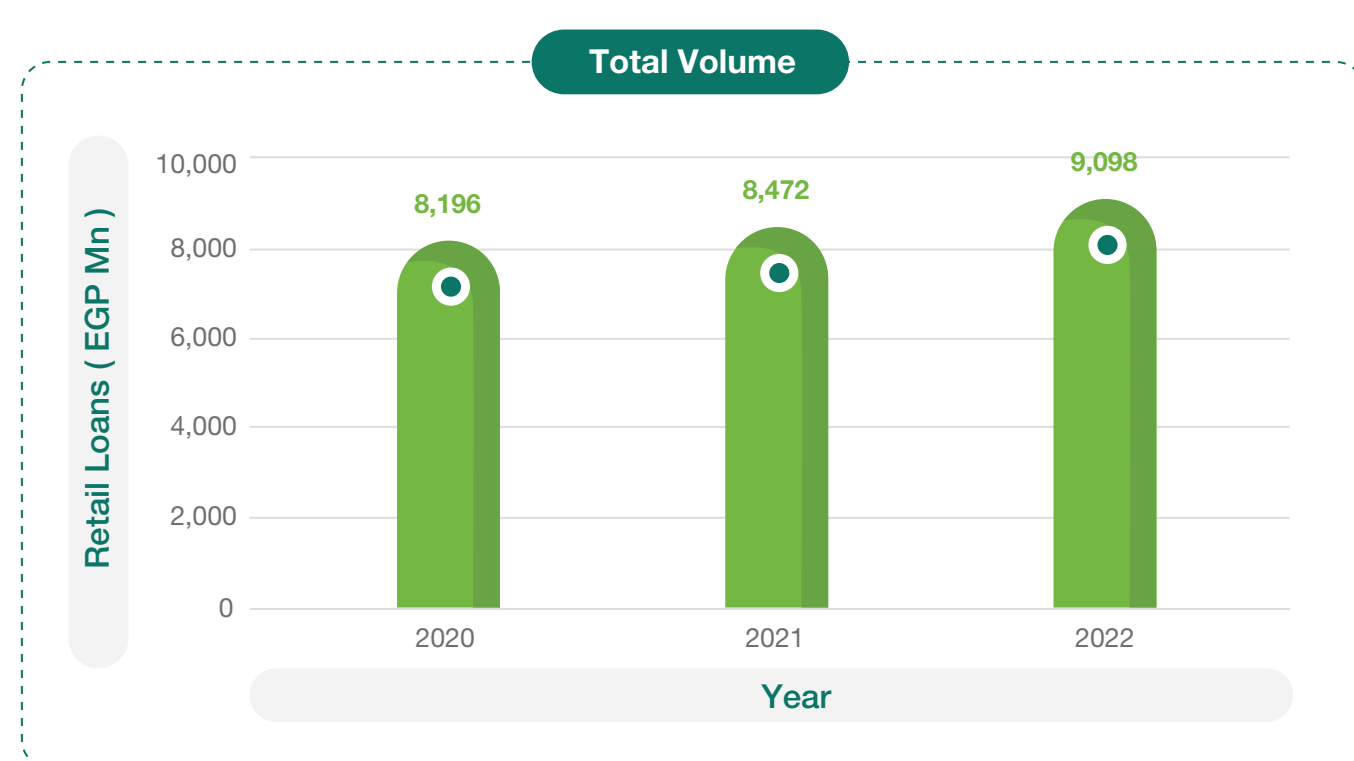
Meanwhile, Optime offers a range of solutions for individuals leading active lives with various commitments and aspirations, ensuring their banking experience is simplified and convenient. Since CAE operates a dedicated retail department to serve the banking needs of individual customers. The retail department focuses on providing a wide range of financial products and services tailored to meet the diverse requirements of retail customers.

CAE's total retail loans have shown a significant increase over the years. From 2020 to 2021, there was an approximate growth of 3.4%. The total retail loans increased from EGP 8.21 billion in 2020 to EGP 8.49 billion in 2021. This growth indicates a positive trend in CAE's retail loan portfolio. Furthermore, from 2021 to 2022, there was an additional growth of 7.3%. The total retail loans expanded from EGP 8.49 billion in 2021 to reach EGP 9.11 billion in 2022.

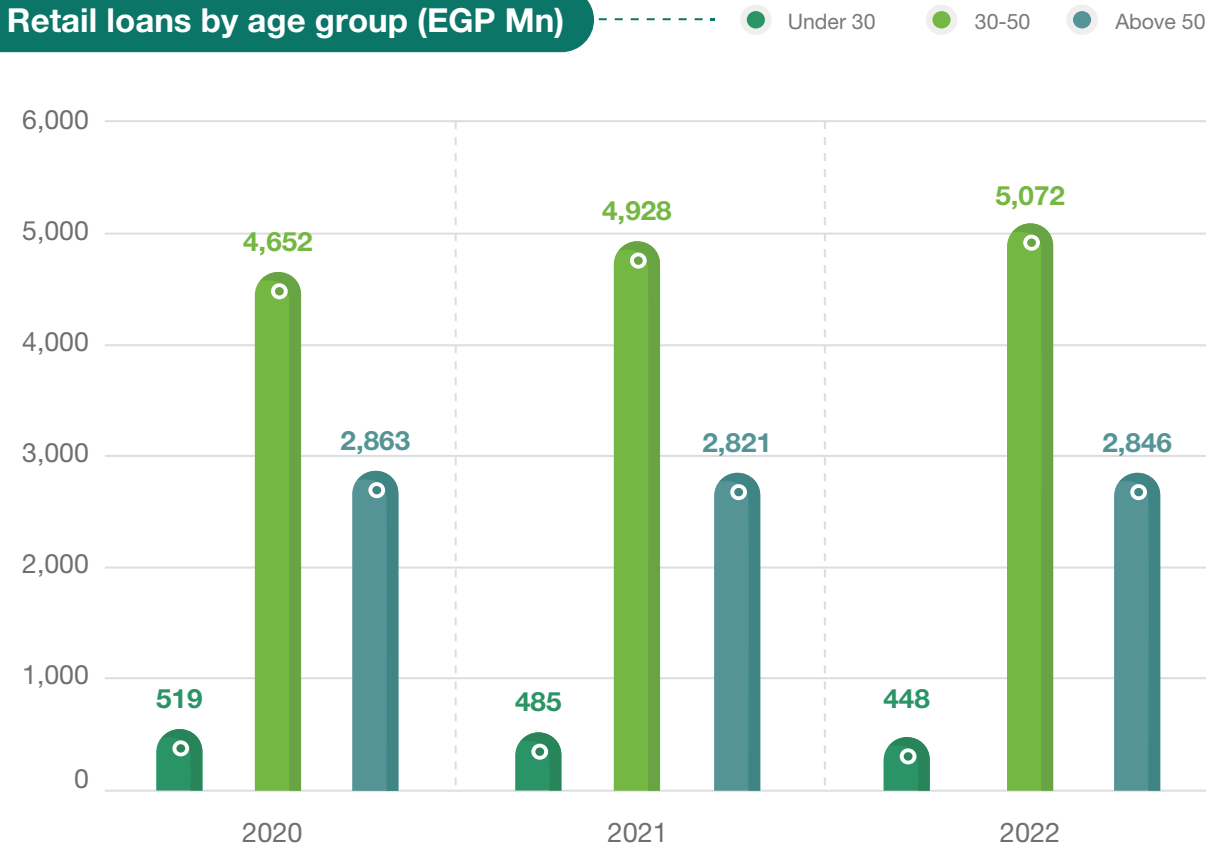
This substantial increase demonstrates CAE's continued success and further solidifies its position in the retail loan market. CAE's retail customer base predominantly comprises the youth demographic, specifically individuals aged between 30

and 50. This age group accounted for a significant portion, representing 60% of the total retail loans provided by the bank in 2022. This reflects CAE's focus on catering to the financial needs of the younger generation and their increasing participation in the retail loan market. In addition to catering to the youth segment, CAE has also achieved success in increasing the share of female customers within its retail loan portfolio. This accomplishment highlights CAE's commitment to promoting gender empowerment and financial inclusion.

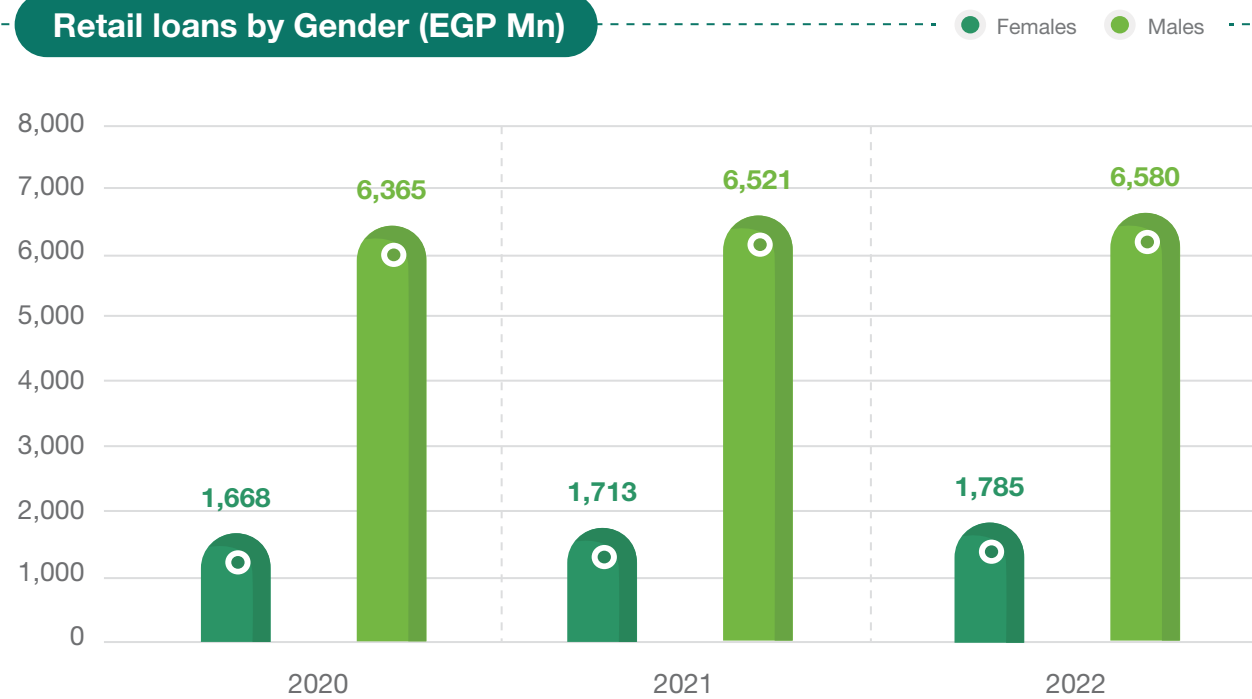
By actively encouraging and supporting female customers in accessing retail loans, CAE contributes to narrowing the gender gap and creating equal opportunities for women in the financial sector.



### Retail loans by age group (EGP Mn)



### Retail loans by Gender (EGP Mn)



## The retail department offers various products and services to cater to the financial needs of individual customers including:



### Insurance Products

CAE also offers insurance products, including life insurance, property insurance, and other types of coverage to provide financial security for customers and their assets.



### Deposit Accounts

CAE provides a range of deposit accounts such as savings accounts, current accounts, and fixed deposit accounts. These accounts offer different features and benefits to suit the customers' preferences and financial goals.



### Mortgage Loans

CAE develops an array of mortgage finance products that pursue social and environmental objectives. The mortgage finance is mainly focused in the New Urban Cities with more greenery areas and less pollution in which is a pathway to climate-resilient development.



### Consumer Loans

The Bank offers consumer loans to finance personal expenses such as education, home improvements, vehicle purchases, or other personal needs. These loans come with competitive interest rates and flexible repayment terms.

The Bank offers mortgage loans to support customers in purchasing or refinancing residential properties. These loans may be designed with competitive interest rates and flexible repayment options. Moreover, alignment with the CBE initiatives to support the customers to enhance their life conditions with subsidized interest rates.



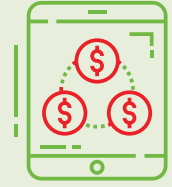
### Credit Cards

CAE provides credit cards with different features, benefits, and rewards programs. Customers can choose from a variety of credit card options based on their spending habits and preferences.



### Customer Service:

The retail department strives to deliver excellent customer service to ensure a positive banking experience for its customers. Dedicated customer service representatives are available to assist with inquiries, account management, and provide guidance on product selection or financial planning.



### Online and Mobile Banking:

CAE likely provides online and mobile banking platforms to enable convenient and secure access to account information, transactions, and banking services. These platforms include features such as fund transfers, bill payments, and account statements, providing customers with flexible banking options.



### Branch Network:

The Bank's retail department is typically supported by an extensive branch network, allowing customers to visit a physical branch for personalized assistance, account opening, or other banking needs. The branches are strategically located to provide convenient access to customers in different regions.



### Financial Advisory Services:

The retail department offers financial advisory services to assist customers in making informed decisions about their financial goals, investments, and wealth management. These services are provided by dedicated advisors who can provide personalized guidance based on the customers' financial objectives.

## Corporate Banking

The Corporate Department offers a comprehensive array of financial solutions to cater to the needs of commercial clients and institutions. These include capital expenditures for long-term investments, medium term loans, and short-term loans for working capital requirements. The department provides syndicated loans, trade finance options, and a range of structured finance products. In addition to some services that are done in collaboration with CACIB such as debt advisory, equity advisory, acquisition finance solutions, to support businesses in various aspects of their operations and growth. The department's core strengths lie in their ability to understand and cater to the unique financial requirements of their clients, while promoting a range of financial services and products to support their operations.

Our Corporate department strives for business excellence by ensuring that the services provided are tailored to suit each client's specific financial needs. This is achieved through a well-designed process and a diverse range of products that cater to various aspects of corporate financial management. CAE's corporate department demonstrates its commitment to sustainability by working on developing sustainable finance solutions, engaging in partnerships with international

financial institutions, targeting specific eligible sectors, and serving various client segments. Through these efforts, the Bank contributes to sustainable development and supports the transition towards a greener and more sustainable economy. In terms of sustainable finance the Bank also has identified specific sectors that are targeted and eligible for sustainable financing. These sectors include Solar Power, Wind Energy, and Water.

By focusing on these sectors, the Bank aims to support renewable energy projects and initiatives that contribute to a cleaner and more sustainable future. In addition to sector targeting, the Bank also focuses on specific client segments. These segments include Large Corporates, Mid-caps, Multinationals and Business Banking clients. By catering to a diverse range of client segments, the Bank ensures that its sustainable products and services are accessible to a wide range of businesses, promoting sustainability across various sectors of the economy.

In addition to all financial services mentioned above, the Bank also offers non-financial 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, and optimized payment and collection processes.

### Trade Services:

Facilitating international trade transactions through services such as letters of credit, bank guarantees, and documentary collections.



# Corporate Banking's Highlights and Milestones

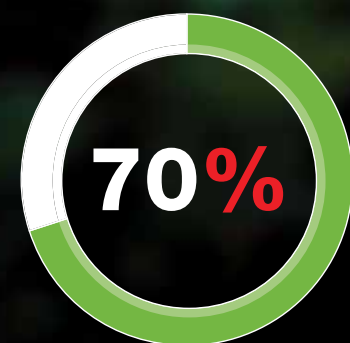
## Financial Performance



Met budgeted targets and demonstrated commendable profitability

Experienced growth rates of

**14%** in funded assets in 2021      **16.5%** in funded assets in 2022



A remarkable increase in collected Net Banking Income (NBI) in 2022 compared to 2021.

## Syndicated Transactions



Actively participated in three significant syndicated transactions, including the largest in the Egyptian construction industry



Earned the prestigious Best Local Currency Loan award at the EMEA Finance Achievement Awards in 2021.

## Sustainable Finance Initiatives

Drafted a comprehensive green finance policy and integrated environmental considerations into operations.

Conducted a market green mapping exercise and participated in workshops on sustainable finance practices.

Received certifications in green and sustainable investing.



## Strategic Business Relationships with Multilateral Institutions

Initiated partnerships with multilateral institutions to explore alternative structures for foreign currency lending and provide innovative financial solutions.



## Green Finance Trajectory Initiative

Undertook the initiative to align with the Group's net-zero plan by reducing exposure to polluted industries and expanding into green-related businesses.

Contributed to the Bank's sustainability objectives and positively impacted Net Banking Income (NBI).

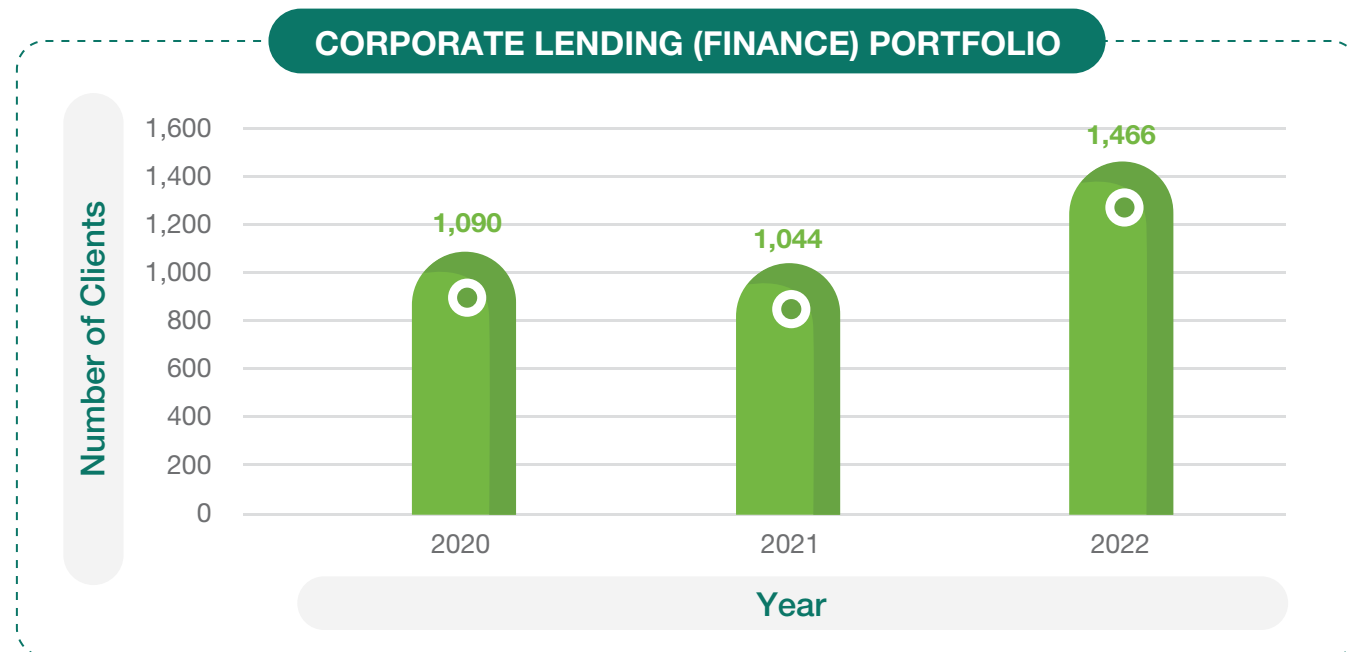
## Diversity in Corporate Banking Portfolio

CAE's corporate lending portfolio has shown a steady increase in the number of clients over the years. In 2020, the portfolio comprised 1,090 clients, reflecting the Bank's commitment to serving a diverse range of businesses and meeting their financial needs. In 2022, the portfolio experienced significant growth, with the number of clients reaching 1,466 clients.

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.

### Corporate Lending Portfolio



CAE remains dedicated to providing financial solutions to its corporate clients. The Bank continues to prioritize supporting businesses and helping them achieve their growth objectives.

By offering a range of lending products and services, CAE assists businesses in various sectors to finance their operations, expand their capabilities, and contribute to the overall economic development of Egypt.

In 2020, the portfolio reached a total lending volume of

**1,765USD**

reflecting the Bank's commitment to supporting corporate clients with their financial needs.



The following year, in 2021, the lending volume increased to

**2,089USD**

indicating a growth in lending activities and a larger allocation of funds to corporate borrowers.



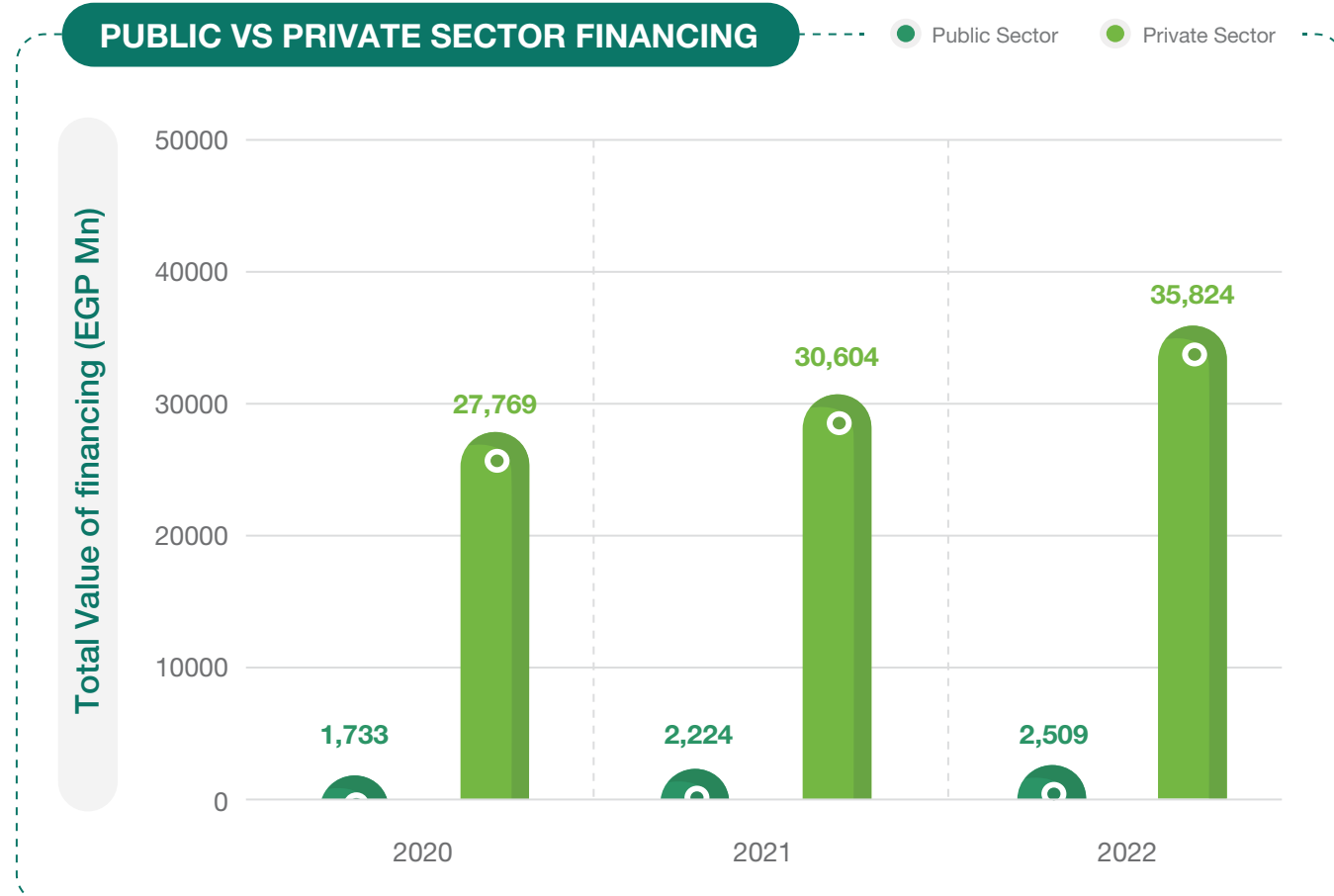
CAE maintained a strong presence in both public and private sector financing. The consistent growth in lending volumes to both sectors reflects the Bank's ability to meet the diverse financing needs of businesses, whether they are public entities or private enterprises.

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.

The Bank's financing to the public sector exhibited consistent growth over the reporting period. It reached a growth rate of approximately 28% from 2020 to 2021.

Moreover, in 2022, the Bank continued its support by increasing the total lending to the public sector by 13%. This upward trend demonstrates the Bank's commitment to assisting the public sector in achieving its financial objectives and supporting government initiatives.

Also, CAE demonstrated robust support for the private sector, as evidenced by the increased lending volumes. The growth rate from 2020 to 2021 reached 10% and it grew in 2022 to reach a growth rate approximately 17%. Those substantial growth rates highlight the Bank's dedication to facilitating the growth and development of private businesses in Egypt.



## CAE's Corporate Green Financing and the Path to Net Zero

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

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 or green bonds to finance sustainable infrastructure projects.

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.

This ecosystem can include a range of supportive services, such as impact assessments, and technical assistance to ensure that projects are designed and implemented to achieve the desired environmental and social outcomes.

By building this enabling ecosystem, CAE can distinguish itself from its competitors and position itself as a trusted partner that provides end-to-end support to its customers in achieving their sustainability goals.



Amidst the urgency of environmental responsibility, we embark on a transformative journey towards sustainability. A significant milestone in this quest is the launch of our Net Zero plan, a collaborative effort within our group.

Guided by an unyielding vision, our focus until 2025 will be directed towards the Oil & Gas sector, where we aim to redefine industry standards.



### Financing

CAE is working on improving its ESG profile and project financing capacity by providing financing for sustainable projects such as renewable energy or energy-efficient buildings. By doing so, CAE would support the development of sustainable infrastructure in Egypt while improving its own ESG profile.

To ensure that its ESG financing solutions are effective and impactful, CAE would also develop channels of cooperation with Credit Agricole Corporate & Investment Bank’s (CACIB’s) and CAE group to capitalize on their expertise in that domain and come up with innovative finance solutions.

### Advisory

Furthermore, CAE will collaborate with CACIB to offer integrated advisory services to sustain the development of green energy projects.

This would involve leveraging CACIB’s expertise in sustainable finance to provide comprehensive advisory services to customers seeking to implement sustainable projects in Egypt, which will position CAE in the leadership in sustainable finance and support the transition to a more sustainable and environmentally responsible economy in Egypt.

### Partnership with Institutions and Service Providers

CAE is working on enhancing its sustainability strategy by forming strategic partnerships with big companies and service providers in the fields of sustainability, such as renewable energy, financing institutions, service providers, 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 leverage subsidies programs in cooperation with organizations that support transformation to green financing to support its customers in implementing sustainable projects with a reduced cost that makes sustainable projects more financially viable.

### Strategic Partnerships



In its commitment to sustainability, CAE recognizes the importance of strategic partnerships to achieve its goals. The following are some of the CAE’s most important partnerships:

- **CACIB: Empowering Egyptian Clients through Comprehensive Advisory Services**

CAE’s Corporate Banking Department has established a collaborative partnership with Crédit Agricole Corporate and Investment Bank (CACIB). This alliance enables CAE to leverage CACIB’s diverse product lines, including advisory services for debt and equity, ECA (Export Credit Agency) financing and other tailored financial solutions.

By liaising with CACIB’s experts, CAE provides Egyptian clients with comprehensive advisory and financing support, assisting them in making informed decisions that align with sustainability principles.

- **Consultants: Integrating Expert Advice for Informed Decision-making**

To ensure the soundness and sustainability of transactions, the Corporate Department engages consultants with expertise in various fields. This includes legal, environmental, and technical consultants who provide valuable guidance depending on the transaction’s scope. By seeking the input of these consultants, CAE assesses the environmental and social implications of its lending activities, mitigates risks, and maximizes positive impacts. The integration of expert advice further strengthens CAE’s commitment to responsible and sustainable financing, fostering a culture of informed decision-making and transparency.

### • Banks: Synergistic Lending for Sustainable Growth

Recognizing the power of collaboration, the Corporate Department engages in joint lending activities with partner banks. Through syndicated transactions, CAE acts as a joint lender, pooling resources and expertise with other financial institutions to finance projects and initiatives with sustainable outcomes. By participating in syndicated lending, CAE not only diversifies risk but also enables larger-scale sustainable projects that drive economic growth, create employment opportunities, and foster environmental and social progress. These partnerships with fellow banks exemplify CAE's dedication to fostering collaborative action for sustainable development.



## Remittances

CAE provides a variety of digital channels and services for remittances to ensure efficient and convenient transactions for its customers. These channels include:



This service is available for both individual and corporate customers, allowing them to securely send and receive remittances online from the comfort of their own devices.

With this service, individual and corporate customers can conveniently transfer funds using their mobile phones, ensuring that they can carry out transactions anytime and anywhere.

CAE offers a specialized B2B service for corporate customers, enabling them to efficiently manage their remittance transactions and streamline their payment processes.

By providing these digital channels and services for remittances, CAE demonstrates its commitment to sustainability and its efforts to reduce its environmental impact by enabling customers to conduct their transactions remotely, reducing the need for travel and paper-based transactions. CAE has faced a number of obstacles and challenges in increasing the amount of remittances it handles, both internally and externally. The following are the obstacles met and the approaches taken to overcome them:

### Internal Challenges and Approaches Adopted to Overcome Them:

Internal Challenges	Approaches
<p><b>Processing Delays</b></p> <p>One internal obstacle faced by the Bank is the late processing of customers' requests from branch staff after the Fund Transfer Cut Off time.</p>	<ul style="list-style-type: none"> <li>• CAE launched a highly distinguished mobile application that was awarded as the best Mobile Banking Application in Egypt. This demonstrates the Bank's commitment to providing its customers with the latest technology and best user experience.</li> <li>• <b>Launching New Project:</b> The Bank has launched a new project that enables processing LCY transfers directly from branches with the same speed as digital channels.</li> </ul>
<p><b>Data Issues</b></p> <p>Another challenge is incomplete, unclear, or missing data/approvals in transfer applications, which consumes much time and effort to process.</p>	<ul style="list-style-type: none"> <li>• The Bank launched a new <b>Soft Transfer Request Application (paperless)</b> that reduces the number of missing/unclear data and saves much time and effort</li> </ul>
<p><b>Limited Digital Awareness</b></p> <p>Some customers do not accept using digital channels due to limited knowledge and awareness of the Bank's digital services.</p>	<ul style="list-style-type: none"> <li>• The Bank has provided multiple digital channels for individuals and corporate transfers, with continuous developments aimed at improving customer experience in using them, including mobile, online, and wallet services. This allows customers to choose the most convenient and efficient way to transfer funds.</li> </ul>



## External Obstacles and Challenges:

Internal Challenges	Approaches
<b>Financial Weakness</b> The Bank faces external challenges due to the effect of the financial instability of the financial position of customers and companies. .	
<b>Economic Factors</b> The inflation rate and global commercial recession have also been external obstacles to increasing remittances.	<ul style="list-style-type: none"> <li>• <b>Encouraging Remittance Services:</b> The Bank has actively encouraged customers to limit cash transactions and use remittance services as a safe and fast alternative.</li> </ul>
<b>Liquidity Squeeze</b> Delays in processing required transfers have been caused by a liquidity squeeze in FCY resources.	
<b>Pandemic and War</b> The current economic crisis resulting from the Corona pandemic and the Russian-Ukrainian war have also contributed to external obstacles.	<ul style="list-style-type: none"> <li>• <b>Waiving Commissions and Charges:</b> In alignment with the CBE's instructions, the Bank has waived commissions and charges for LCY transfers processed through digital channels for individual customers.</li> </ul>

These structural changes demonstrate CAE's commitment to promoting sustainability and providing efficient and convenient remittance services to its customers.

The Bank is continually exploring new and innovative ways to enhance its services

and overcome obstacles in the remittance market and to offer efficient and convenient remittance services to its customers, making it a leading player in the market. The Bank continues to invest in digital innovation to enhance its services and provide its customers with the best possible experience.

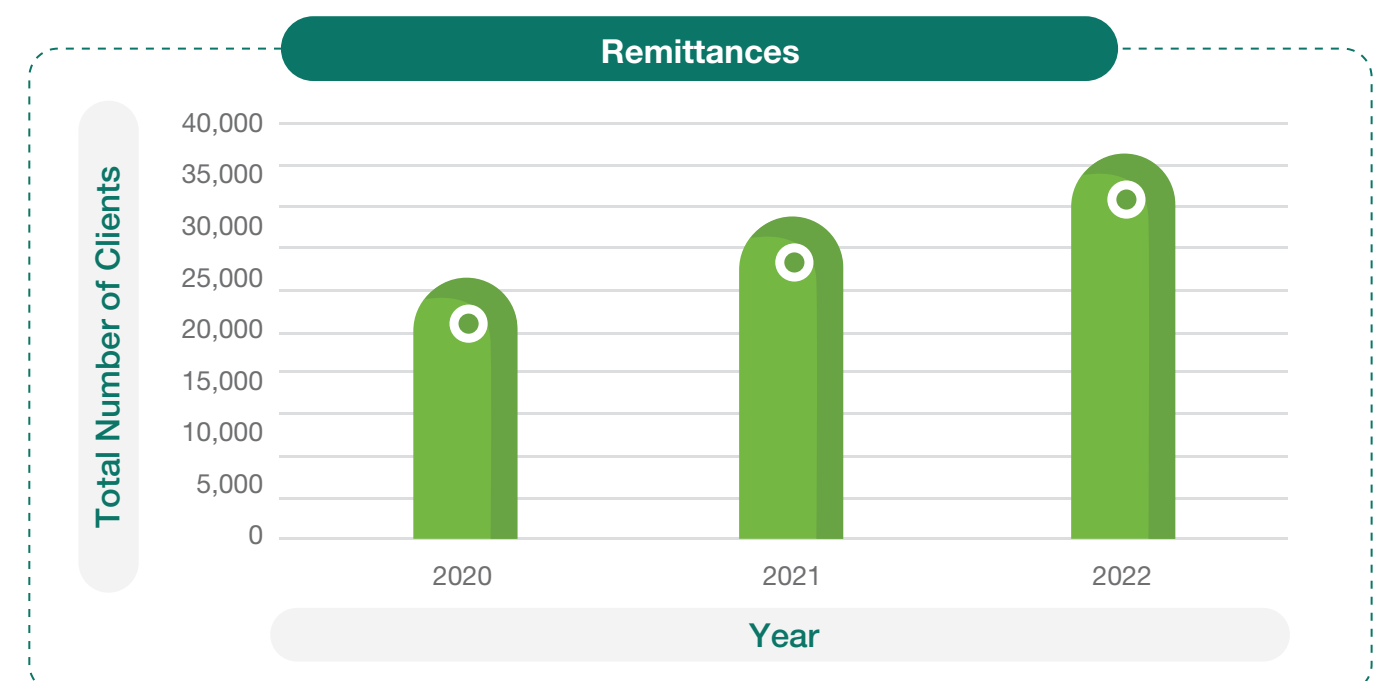
## Role of Remittances in Financial Inclusion

CAE views remittances as a critical tool for promoting financial inclusion and supporting sustainable economic development in Egypt in several ways:

By offering affordable and convenient remittance services, the Bank is helping to increase access to financial services for individuals and businesses, especially those who may have limited options for transferring funds. This can help to promote financial inclusion and economic growth.

Remittances can help to promote financial literacy among recipients who may not have had access to formal financial services before. Using digital channels and other innovative technologies, CAE is helping to educate customers on the benefits of using financial services and managing their funds more effectively.

Facilitating the transfer of funds through the formal banking sector, CAE is contributing to the broader goal of promoting financial transparency and accountability. This can help to prevent money laundering and other illegal activities, while also supporting the government's efforts to monitor the flow of funds within the economy.



CAE's remittances portfolio demonstrated robust growth in both the number of clients and the total volume of transactions. The Bank's success in attracting and serving a larger customer base, coupled with its ability to handle increasing remittance volumes, positions it as a trusted and reliable financial institution in Egypt's remittance market.

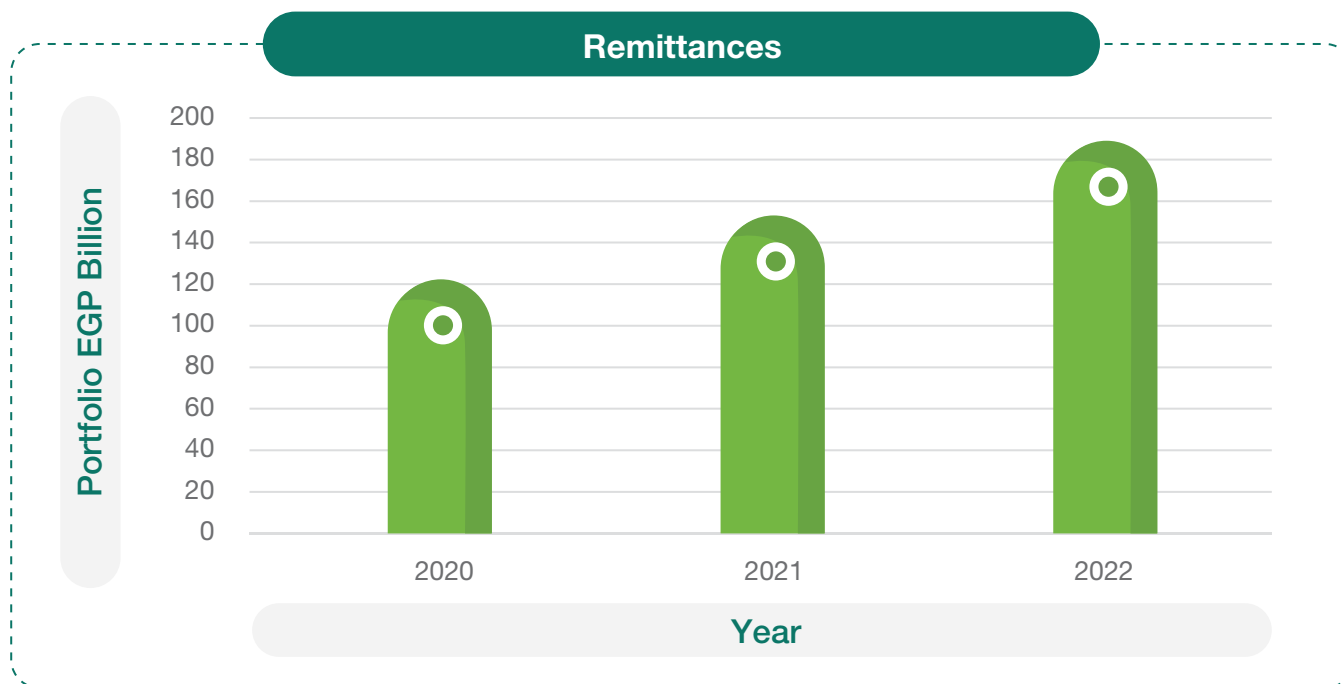
The growth trends indicate the Bank's effective strategies, customer-centric approach, and strong operational capabilities in the remittances sector.

In 2020, the Bank had 25,098 clients, which expanded to 31,249 clients in 2021, representing a significant growth rate of approximately 24%. The positive trend continued in 2022, with the portfolio reaching 37,213 clients, showcasing a further increase of approximately 19%. This

growth in the number of clients highlights the Bank's success in building trust and meeting the remittance needs of a growing customer base.

The total volume of remittances handled by CAE also experienced substantial growth throughout the analyzed period. In 2020, the total volume amounted to EGP 122,281,563,677. This figure increased to EGP 152,411,570,506 in 2021, signifying a notable growth rate of approximately 25%.

The growth trajectory continued in 2022, with the total volume reaching EGP 188,665,082,067, indicating another significant increase of approximately 24%. This growth in volume highlights the Bank's ability to effectively manage and process remittance transactions, reflecting its reliability and efficiency in facilitating cross-border transfers.

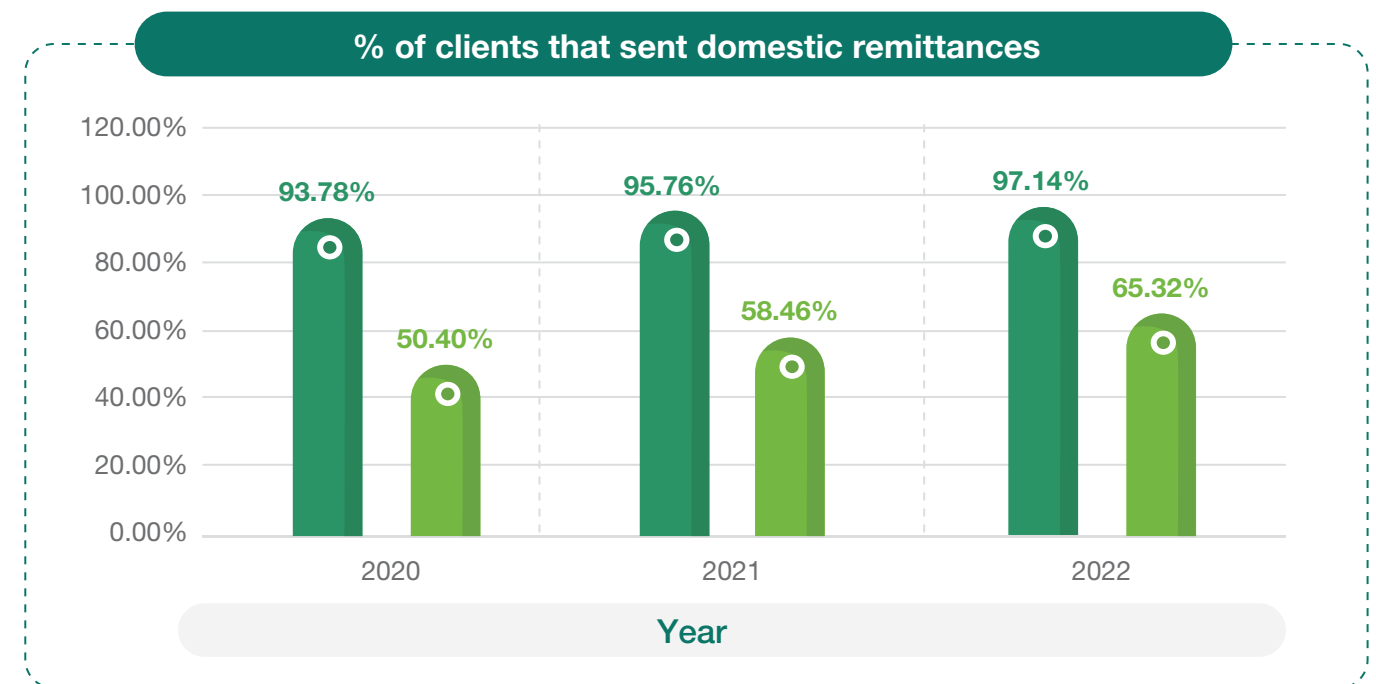


CAE has also experienced a significant increase in the percentage of clients engaged in domestic remittances, highlighting the Bank's success in attracting and serving a larger customer base in this segment. The rising adoption of digital channels further emphasizes the Bank's commitment to leveraging technology to provide convenient and efficient services to its clients. These trends demonstrate the Bank's ability to adapt to changing customer preferences and offer innovative solutions that cater to their evolving needs.

The percentage of clients who sent domestic remittances through CAE consistently increased over time. In 2020, 93.78% of the Bank's clients engaged in domestic remittances. This percentage grew to 95.76% in 2021, indicating a notable increase of approximately 2%. The trend continued in 2022, with 97.14% of the Bank's

clients utilizing domestic remittance services, highlighting a further rise of approximately 1.4%. This upward trend signifies the Bank's success in attracting a larger customer base for domestic remittances. Figure 3 also reflects the increasing adoption of digital channels by CAE's clients for domestic remittances. In 2020, 50.40% of the Bank's clients utilized digital channels for domestic remittances. This percentage witnessed significant growth, reaching 58.46% in 2021, signifying an increase of approximately 8%.

The adoption of digital channels continued to surge in 2022, with 65.32% of the Bank's clients utilizing these channels for domestic remittances, showcasing a further rise of approximately 7%. This upward trajectory indicates the Bank's success in leveraging digital technology to enhance convenience, accessibility, and efficiency for domestic remittance transactions.



07

## **International and National Commitments**



CAE is committed to the achievement of the United Nations Sustainable Development Goals (SDGs). We have aligned our sustainability strategy with the SDGs, and we have set targets in which CAE has made significant progress in achieving its commitment to Sustainable Development Goals (SDGs) during the period 2020-2022.

Being part of CA Group, we are committed to the United Nations Global Compact

(UNGC). Crédit Agricole S.A. has signed in June 2019 the United Nations Principles for Responsible Banking.

On the strategic and operational levels, we mapped our activities to UNSDGs, UNGC and Egypt's Vision 2030. On the financing level, we mapped our activities to UNEP-FI, SASB and CBE's sustainable finance guiding principles, which demonstrates our commitment to sustainable finance.



## Strategic and Operational Mapping

Capitals	KPIs	UNSDGs (Goals)	Egypt's Vision 2030
Intellectual Capital	Digital Transformation: Banki Mobile App and Instant Payment Network		
	Cyber security and Data Privacy		
Manufactured Capital	Responsible Procurement		
Human Capital	Human Rights Protection		
	Diversity and Inclusion		
	Health and Safety		
Financial Capital	Governance and Risk Management		

Capitals	KPIs	UNSDGs (Goals)	Egypt's Vision 2030
Social and Relationship Capital	CAE Foundation for Development		
	Community schools and education programs		
	Community Health Programs		
Natural Capital	Social Entrepreneurship Programs		
	Ecological Footprint		
	Green Buildings and Energy Efficiency		
	Climate Change Policy		

Capitals	UNGC Pillars	UNGC Principles
Social Capital	Human Rights	<p><b>Principle 1:</b> CAE supports and respects the protection of internationally proclaimed human rights.</p> <p><b>Principle 2:</b> CAE ensures that they are not complicit in human rights abuses.</p>
Human Capital	Labour	<p><b>Principle 3:</b> CAE upholds the freedom of association and recognizes the right to collective bargaining.</p> <p><b>Principle 4:</b> CAE ensures the elimination of all forms of forced and compulsory labor.</p> <p><b>Principle 5:</b> The Bank ensures effective abolition of child labor.</p> <p><b>Principle 6:</b> CAE ensures the elimination of discrimination in respect of employment and occupation.</p>
Natural Capital	Environment	<p><b>Principle 7:</b> We support a precautionary approach to environmental challenges.</p> <p><b>Principle 8:</b> We undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9:</b> We encourage the development and diffusion of environmentally friendly technologies</p>
Social Capital	Anti-Corruption	<p><b>Principle 10:</b> We work against fighting corruption in all its forms, including extortion and bribery.</p>

## 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: Promoting Sustainable Finance
Data Privacy and Cyber Security	Principle 3: Clients and Customers	Data Security	Principle 4: ESG Risk Management
Capacity Building on Sustainability	Principle 5: Governance & Culture	Financial Inclusion and Capacity Building	Principle 1: Building the necessary capacity and knowledge
Engaging with Stakeholders	Principle 4: Stakeholders	Business Ethics	Principle 3: Stakeholder Engagement
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: Promoting Sustainable Finance
SMEs Credit Financing and Cash Management	Principle 3: Clients and Customers	Financial Inclusion and Capacity Building	Principle 2: Promoting Sustainable Finance
Financing Top 10 Microfinance Institutions	Principle 3: Clients and Customers	Financial Inclusion and Capacity Building	Principle 2: Promoting Sustainable Finance
ESG Risk Management	Principle 5: Governance and Culture	Systematic Risk Management	Principle 4: ESG Risk Management



# GRI Index

GRI Discloser	Section	Page No.	Reason of Omission
2-1 Organizational details	Crédit Agricole Egypt at a glance	16	
2-2 Entities included in the organization's sustainability reporting	About this Report	5	
2-3 Reporting period, frequency and contact point	About this Report	5	
2-4 Restatements of information	Non		
2-5 External assurance	Limited Assurance		
2-6 Activities, value chain and other business relationships	A Glimpse on CAE - A Value-Creating Business Model	18-20	
2-7 Employees	Human Capital	108-123	
2-8 Workers who are not employees			"These requirements are being integrated within CAE's data management system and shall be considered in future reports."
2-9 Governance structure and composition	The Power of Governance	31-51	
2-10 Nomination and selection of the highest governance body	Criteria for nominating and selecting highest governance body members	35-36	

GRI Discloser	Section	Page No.	Reason of Omission
2-11 Chair of the highest governance body	The Power of Governance	31-51	
2-12 Role of the highest governance body in overseeing the management of impacts	The Power of Governance	31-51	
2-13 Delegation of responsibility for managing impacts	The Power of Governance	31-51	
2-14 Role of the highest governance body in sustainability reporting	Sustainable Development Committee	39-40	
2-15 Conflicts of interest	Conflicts of interest	41-42	
2-16 Communication of critical concerns	Fairness and Equality	122-123	
2-17 Collective knowledge of the highest governance body	Board of Directors	33	
2-18 Evaluation of the performance of the highest governance body	Evaluating the highest governance body performance	37	
2-19 Remuneration policies	Governance, Nomination & Remuneration Committee	35	
2-20 Process to determine remuneration	Governance, Nomination & Remuneration Committee	35	
2-21 Annual total compensation ratio			"These requirements are being integrated within CAE's data management system and shall be considered in future reports."

GRI Discloser	Section	Page No.	Reason of Omission
2-22 Statement on sustainable development strategy	A word from the Leadership	10-12	
2-23 Policy commitments	Partnerships and Memberships & International and National Commitments & Human Rights Protection	28, 181-185, 51	
2-24 Embedding policy commitments	Partnerships and Memberships & International and National Commitments & Human Rights Protection	28, 181-185, 51	
2-25 Processes to remediate negative impacts	Materiality Assessment	78-87	
2-26 Mechanisms for seeking advice and raising concerns	Fairness and Equality	122-123	
2-27 Compliance with laws and regulations	Partnerships and Memberships	51,181-185	
2-28 Membership associations	Partnerships and Memberships & International and National Commitments & Human Rights Protection	28, 181-185, 51	
2-29 Approach to stakeholder engagement	Stakeholder Engagement	75-77	
2-30 Collective bargaining agreements	N/A		
3-1 Process to determine material topics	Materiality Assessment	75-87	

GRI Discloser	Section	Page	Reason of Omission
3-2 List of material topics	Materiality Assessment	78-87	
3-3 Management of material topics	Materiality Assessment	78-87	
201-1 Direct economic value generated and distributed	Financial Capital	90-91	In 2021, total dividends paid amounted to EGP 925,000,000.
201-2 Financial implications and other risks and opportunities due to climate change			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
201-3 Defined benefit plan obligations and other retirement plans			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
201-4 Financial assistance received from government			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
202-1 Ratios of standard entry level wage by gender compared to local minimum wage			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
202-2 Proportion of senior management hired from the local community			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
203-1 Infrastructure investments and services supported			
203-2 Significant indirect economic impacts	Community Empowerment	124-139	
204-1 Proportion of spending on local suppliers	Responsible Procurement	105-107	



GRI Discloser	Section	Page No.	Reason of Omission
205-1 Operations assessed for risks related to corruption			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
205-2 Communication and training about anti-corruption policies and procedures	Anti-Corruption Training & Communications	<b>116</b>	
205-3 Confirmed incidents of corruption and actions taken			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N/A		
207-1 Approach to tax			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
207-2 Tax governance, control, and risk management			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
207-3 Stakeholder engagement and management of concerns related to tax			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
207-4 Country-by-country reporting			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
301-1 Materials used by weight or volume	Natural Capital	<b>140-141</b>	

GRI Discloser	Section	Page No.	Reason of Omission
301-2 Recycled input materials used			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
301-3 Reclaimed products and their packaging materials			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
302-1 Energy consumption within the organization	Natural Capital	<b>140-141</b>	
302-2 Energy consumption outside of the organization	Natural Capital	<b>140-141</b>	
302-3 Energy intensity	Natural Capital	<b>140-141</b>	
302-4 Reduction of energy consumption	Natural Capital	<b>140-141</b>	
302-5 Reductions in energy requirements of products and services			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
303-1 Interactions with water as a shared resource			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
303-2 Management of water discharge-related impacts	Natural Capital	<b>140-141</b>	
303-3 Water withdrawal	Natural Capital	<b>140-141</b>	
303-4 Water discharge	Natural Capital	<b>140-141</b>	
303-5 Water consumption	Natural Capital	<b>140-141</b>	





GRI Discloser	Section	Page No.	Reason of Omission
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.
304-2 Significant impacts of activities, products and services on biodiversity			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.
305-1 Direct (Scope 1) GHG emissions	Natural Capital	140-141	
305-2 Energy indirect (Scope 2) GHG emissions	Natural Capital	140-141	
305-3 Other indirect (Scope 3) GHG emissions			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
305-4 GHG emissions intensity	Natural Capital	140-141	
305-5 Reduction of GHG emissions	Natural Capital	140-141	
305-6 Emissions of ozone-depleting substances (ODS)			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.

GRI Discloser	Section	Page No.	Reason of Omission
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
306-1 Waste generation and significant waste-related impacts			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
306-2 Management of significant waste-related impacts			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
306-3 Waste generated			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
306-4 Waste diverted from disposal			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
306-5 Waste directed to disposal			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
308-1 New suppliers that were screened using environmental criteria			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
308-2 Negative environmental impacts in the supply chain and actions taken			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
401-1 New employee hires and employee turnover	Human Capital	108-123	



GRI Discloser	Section	Page No.	Reason of Omission
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital	108-123	
401-3 Parental leave	Parental leave	121	
402-1 Minimum notice periods regarding operational changes			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
403-1 Occupational health and safety management system	Occupational Health and Safety Procedures	120	
403-2 Hazard identification, risk assessment, and incident investigation			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
403-3 Occupational health services	Occupational Health and Safety Procedures	120	
403-4 Worker participation, consultation, and communication on occupational health and safety			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
403-5 Worker training on occupational health and safety			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
403-6 Promotion of worker health	Ensuring Employees' Health and Safety	118-123	

GRI Discloser	Section	Page No.	Reason of Omission
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
403-8 Workers covered by an occupational health and safety management system			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
403-9 Work-related injuries			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
403-10 Work-related ill health			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
404-1 Average hours of training per year per employee	Learning and Development	112-115	
404-2 Programs for upgrading employee skills and transition assistance programs	Learning and Development	112-115	
404-3 Percentage of employees receiving regular performance and career development reviews			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
405-1 Diversity of governance bodies and employees	The Power of Governance	31-51	
405-2 Ratio of basic salary and remuneration of women to men			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.



GRI Discloser	Section	Page No.	Reason of Omission
406-1 Incidents of discrimination and corrective actions taken			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
408-1 Operations and suppliers at significant risk for incidents of child labor			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
410-1 Security personnel trained in human rights policies or procedures			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
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.
413-1 Operations with local community engagement, impact assessments, and development programs	Social and Relational Capital	<b>124-139</b>	
413-2 Operations with significant actual and potential negative impacts on local communities			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.

GRI Discloser	Section	Page No.	Reason of Omission
414-1 New suppliers that were screened using social criteria			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
414-2 Negative social impacts in the supply chain and actions taken			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
415-1 Political contributions			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
416-1 Assessment of the health and safety impacts of product and service categories			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
417-1 Requirements for product and service information and labeling			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
417-2 Incidents of non-compliance concerning product and service information and labeling			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
417-3 Incidents of non-compliance concerning marketing communications			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data			Currently, CAE does not disclose this KPI, but we are actively developing its measurement approach.

# Compliance with Integerated Reporting (IR) Framework

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.	<p><b>2.3</b> A Value Creating Business Model</p> <p><b>4.1</b> Impact Strategy 2022</p> <p><b>4.2</b> Value-Creating Model</p>
Connectivity of Information	This Report establishes a coherent link between CAE's operational context, strategy, and performance.	<p><b>2.3</b> A Value Creating Business Model</p> <p><b>4.1</b> Impact Strategy 2022</p> <p><b>4.2</b> Value-Creating Model</p>
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."	<b>4.5</b> Stakeholder Engagement
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.	<b>4.6</b> Materiality Assessment

Guiding Principles	Our Approach	Reference
Conciseness	"This Report serves as a self-contained document, offering stakeholders information to shape their perspectives and make informed decisions.	About this Report
Reliability and Completeness	"All information in this report is reviewed internally, approved by the Board, and has been externally assured before publication; ensuring a proper balance and emphasis on both positive and negative topics.	About this Report
Consistency and Comparability	This is CAE's second Integrated Report using the <IR> framework in which data comparison to the previous year's performance is shown when applicable.	About this Report

Content Elements	Page Reference
Organizational Overview and External Environment	<b>2.</b> CAE at A Glance
Governance	<b>3.</b> The Power of Governance <b>4.2</b> Value-Creating Model
Business Model	<b>2.3</b> A Value Creating Business Model <b>4.2</b> Value-Creating Model <b>6.</b> Value Offering
Risk and Opportunities	<b>4.7</b> Strategic Risk Management <b>4.2</b> Value-Creating Model
Strategy and Resources Allocation	<b>2.3</b> A Value Creating Business Model <b>4.2</b> Value-Creating Model <b>4.1</b> CAE's Impacts Strategy 2022
Performance	<b>2.3</b> A Value Creating Business Model <b>4.2</b> Value-Creating Model <b>5.</b> CAE Capitals
Outlook	About this Report
Basis of Preparation and Presentation	About this Report

# UNGC Context Index

Principles	Description	Section	Page
<b>Human Rights</b>			
<b>Principle 1</b>	Businesses should support and respect the protection of international human rights.	Human Rights Protection	51
<b>Principle 2</b>	Businesses should make sure they are not complicit in human rights abuses.	Human Rights Protection	51
<b>Labor</b>			
<b>Principle 3</b>	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.	NA
<b>Principle 4</b>	Businesses should uphold the elimination of all forms of forced and compulsory labor	Currently CAE does not disclose this KPI, but we are actively developing its measurement approach.	NA
<b>Principle 5</b>	Businesses should uphold the effective abolition of child labor	Currently CAE does not disclose this KPI, but we are actively developing its measurement approach.	NA
<b>Principle 6</b>	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Currently CAE does not disclose this KPI, but we are actively developing its measurement approach.	NA

Principles	Description	Section	Page
<b>Environment</b>			
<b>Principle 7</b>	Businesses should support a precautionary approach to environmental challenges.	Manufactured Capital	99
<b>Principle 8</b>	Businesses should undertake initiatives to promote greater environmental responsibility	“Environmental Capital” “CAE’s Corporate Green Financing and the Path to Net Zero”	140, 142, and 171
<b>Principle 9</b>	Businesses should encourage the development and diffusion of environmentally friendly technologies.	“A word from the Managing Director”, “Internal Challenges and Approaches Adopted to Overcome Them”, “Responsible Procurement” “Digital Services”, and “Green Buildings”	13, 21, 105, 145, and 175
<b>Anti-Corruption</b>			
<b>Principle 10</b>	Businesses should work against corruption in all its forms, including extortion and bribery.	Compliance	42- 49

# SASB Content Index

Accounting Metric	Section	Page
<b>Data Security</b>		
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	Currently CAE does not disclose this KPI, but we are actively developing its measurement approach.	NA
Description of approach to identifying and addressing data security risks	CAE Sustainability Approach	76 and 80
<b>Financial Inclusion and Capacity Building</b>		
(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	Retail Banking	160, -162
(1) Number and (2) amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	Currently CAE does not disclose this KPI, but we are actively developing its measurement approach.	NA
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Torath Initiative	138
<b>Business Ethics</b>		
Description of whistleblower policies and procedures	Whistleblowing	42, 46, 86, 123

## Limited Assurance Statement

### To the Board of Directors

#### Credit Agricole Egypt (CAE)

Dcarbon Egypt is a sustainability and environmental consultancy firm registered under Egyptian law no. 159 for the year 1981 and its executive regulation. Dcarbon is a certified training partner to the Global Reporting Initiative (GRI), and a GRI Gold Community member. Our focus is to assist organizations, public and private, in understanding and addressing their economic, environmental, and social impact. Dcarbon Egypt was engaged by Credit Agricole Egypt (CAE) to perform an Independent Limited Assurance review on its 2022 Sustainability Reporting process ('the Report').

#### Scope, Boundary, and Limitations:

Our assurance scope encompasses data and information for the period from 01 January 2020 to 31 December 2022, focusing on Credit Agricole's operations in Egypt, based on the Global Reporting Initiative's (GRI) Standards for 2021 and the International Reporting (IR) Framework for 2021. The Report's boundary includes data and information derived from various operational and business functions and sites, encompassing the Bank's Head Office support functions, Corporate Governance, and stakeholder engagements, as delineated in the report.

#### Assurance scope excludes:

- Data and information in the Report outside the specified reporting period, such as historical data used to establish context for disclosures during the reporting period or forward-looking statements by CAE.
- Verification statements that consist of testimonials, opinions, success stories, and / or aspirations.
- Verification of claims, which is limited to the data and information presented in the report.



### Assurance procedures:

The assurance was conducted by DCarbon’s multidisciplinary independent team of experts in auditing Economic, Social, and Environmental information, while adhering to our core values of integrity, confidentiality, professional competence, objectivity, and the exercise of due attention: In terms of aligning with ESG frameworks, as well as conducting data mining and verifications, we received valuable support from Ms. Yara Mourad, Senior Sustainability Analyst, alongside additional supporting analysts: Ms. Zeina El Nadi, Ms. Tayseer Salah and Ms. Mayar Farag.

Our approach to the assurance process, including the nature, timing, and extent of procedures, was guided by multiple rounds of engagement with the relevant departments and senior management at the Bank. This engagement included collaboration with the Sustainability department, which was entrusted by the Board of Directors.

The Bank was responsible for the identification of material sustainability issues, establishing and maintaining appropriate internal performance management, and the relevant systems for the reported data.

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

- Review of the evidence of internal policies, procedures, and strategy documents as provided by the Bank.
- Review of materiality and stakeholders’ engagement framework deployed at CAE.
- Assessment of the systems used for data collection and reporting on the standard, including data collection through surveys and/or writing prompts; where applicable or available.
- Evaluation of the processing and monitoring of data collection for disclosures.
- Assessment that the report has been prepared in accordance with GRI Standards for 2021 and the International <IR> Framework of the IIRC for 2021.
- Review of the Report to ensure that there is no misrepresentation of disclosures as per the scope of assurance and our findings.



### Limited Assurance

Limited Assurance was obtained for disclosures on materiality assessment, environmental footprint and procurement practices, and management approach of activities under social investments.

We advise stakeholders to review the annual report for assurance of financial performance and other standards of practice.

### Management Responsibility

The management was responsible for the preparation and fair presentation of the selected information included in this report, in accordance with the GRI Standards and the International Reporting Framework for 2021. The management was also responsible for ensuring that the internal controls facilitated the preparation of information without significant misstatement. Throughout our extended engagement with CAE, we have noted that the leadership and management overseeing the publication of this report have consistently demonstrated their regular supervision of the process and the departmental focal individuals participating in the process.

### Conclusion

After a comprehensive review of CAE’s Sustainability Report, considering the undertaken activities and the presented evidence, we assert that CAE has substantially adhered to the GRI Standards for 2021 and the International Reporting Framework of 2021.



DR. *Ehab Shalaby*

**Ehab Shalaby, Ph. D.**  
Chairman & CEO





**CRÉDIT  
AGRICOLE**