

THE JOURNEY OF RESPONSIBLE BANKING



Sustainability Report 2019



The Bank and References (G102-1) - (G102-5)

Throughout this report, “CIB”, “the Bank,” or “we” refers to the Commercial International Bank (Egypt) S.A.E. Established as Joint Stock Company (S.A.E), under Investment law no. 43 of 1974.

Editorial Policy

Driven by our leading position in the nation, and as Egypt, is Africa’s Regional HUB and elected Chair of the African Union Assembly of the Head of States and Government for the year 2019, the CIB 2018 Sustainability Report reflected the work we have done to enhance all aspects of our sustainability performance and governance while taking into account both national and regional challenges and needs.

This Sustainability Report complements and revisits a number of sustainability material topics presented in the 2018 report while bringing to light particular key topics that have become a major focus to our stakeholders.

Scope of the Report Period and Cycle Covered (G102-50 / G102-52)

This is a sustainability report featuring the year ended 31 December 2019. Some information before and after these dates may be included to emphasize relevant context to the reporting period.

Referenced Reporting Guideline (G102-54)

The report is prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards: Core option.

Date of Previous Sustainability Report (G102-51)

1 January 2018 to 31 December 2018

Forward-Looking Statements

This Sustainability Report contains forward-looking statements on various future estimation and paramount considerations that are expected in the landscape of the banking industry, both nationally and regionally. While CIB’s proven agility allows swift adaptation, however, there is no assurance of the magnitude nor the pace of such changes due to the rapid dynamics of the technologies and the markets we serve.

Mistakes and Typographical Errors

Any errors discovered following publication of the report will be corrected and displayed on our website. In consideration to the environment, our reports are published as a downloadable PDF file from our website.

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About This Report

CIB's 2018 Sustainability Report, A Blossoming Land, shed light on the diverse practices, initiatives, and partnerships that CIB has undertaken for many years towards the achievement of a truly digital and inclusive business model, where all our human and intellectual assets have been steered to capitalize on CIB's sustainability culture across every product, process, and policy. In 2019, CIB geared itself and its employees to consolidate all efforts and practices to set the stage for its revamped sustainability strategy that paves the way for our full-fledged path to Responsible Banking. Once again, CIB takes the lead and challenges itself to a new platform of self-commitment, as we optimize all our expertise and capabilities at the service of the economy, society, and environment

Ranked #1

bank among all Egyptian private-sector banks in terms of revenues, net worth, total assets, and deposits

Ranked #38 on

Forbes Middle East's Top 100

Listed Companies in the Arab World

Awarded the

Middle East's Best Bank for Corporate Responsibility

by Euromoney

Became a founding signatory

to the United Nations Environment Program Financial Initiative (UNEP-FI's) Principles for Responsible Banking

The first organization in Egypt

and the first Bank in the Middle East to acquire the ISO - 41001 certification

A Note From Our Chairperson

The unprecedented events of the past months have forced us all to pause and take inventory of our lives, our businesses, and our world. None of us could have imagined the scale and magnitude of the COVID-19 crisis, which continues to unfold, impacting the economies and lives of people on every continent across the globe. It is perhaps impossible to recall a time when every individual, regardless of race, nationality, or religion, was essentially facing the same set of challenges.

While there are groups of people, regions, and sectors that have been hit harder than others, I think that one of the most poignant messages that this global pandemic has delivered is that fundamentally, we all share a common planet and a common fate. It has forced us to think about the collective good before the individual good, which is what “creating shared value” is all about.

As I have previously noted, at CIB, we view CSV as a core business strategy that impacts our policies and operations across the organization. Focusing on CSV not only strengthens our position as Egypt’s leading private sector bank, but it also helps us as an organization, and Egypt as a country, to mitigate risks and remain resilient against economic shocks such as the one that we are currently navigating.

Zooming in on Egypt for a moment, it is important to note that we have successfully executed a national economic reform program that began in 2018 and as a result, our economy had regained momentum placing us in a stronger position to withstand the effects of the global economic crisis brought about by the coronavirus. The Central Bank of Egypt (CBE) took proactive steps early on to cut interest rates by 300 basis points (bps), and the government has followed through with an EGP 100 billion stimulus package and a number of fiscal measures to support individuals, businesses and the economy for the duration of the crisis.

At CIB, we began our journey of responsible banking since 2013, and we are proud to have set the tone for responsible business models in the Egyptian banking sector. We don’t just prioritize profitability, cost savings, and operational efficiency, but also our social and environmental impact.

In 2019, we took things a step further. Today, our business strategy and sustainability strategy are in the process of merging into one comprehensive framework that governs the way we work, the way we approach our operational goals, and the way we cater to our community and the environment.

On the following pages of this report, we aim to share with our stakeholders how our services are continuing to finance individuals and businesses through a new model of value creation that is more equitable and sustainable. We support our customers and help them to achieve their financial aspirations and grow their businesses. We work with both small- and large-scale projects to establish true value creation that can transform lives. And we seek to finance sectors and establish partnerships with like-minded entities who can join our effort to help build a more inclusive economy and sustainable society.

None of this would have been possible without the rollout of a robust digital strategy that utilizes data analysis and analytics in an efficient manner. As a leader of the digital transformation in Egypt’s banking sector, we are continuously developing digital offerings that meet client needs efficiently and with constant improvements in quality. We’ve introduced a comprehensive suite of digital payment solutions that minimize the need to use cash and the need to visit branches.

Today, we are in the process of deploying one of the largest investments in our Digital Transformation journey to ensure that both business performance and sustainability commitments are monitored, served, and echoed simultaneously within every facet of our operations,



partnerships, and decision-making. We have already begun to see fundamental changes brought about by digitization in the way that we deliver value to our customers and create shared value.

As a strong case in point, CIB was able to seamlessly guide its customers towards the use of digital channels to ensure the health and safety of our employees and customers during the COVID crisis by minimizing traffic in our branches. Clients have been able to bank with us 24/7 through more than 1,000 ATMs nationwide and online through their Mobile Banking, Internet Banking, or CIB Business Banking accounts. We are using all channels available to communicate messages on banking safely, and we’ve rolled out explainer videos explaining how to access and use our digital channels.

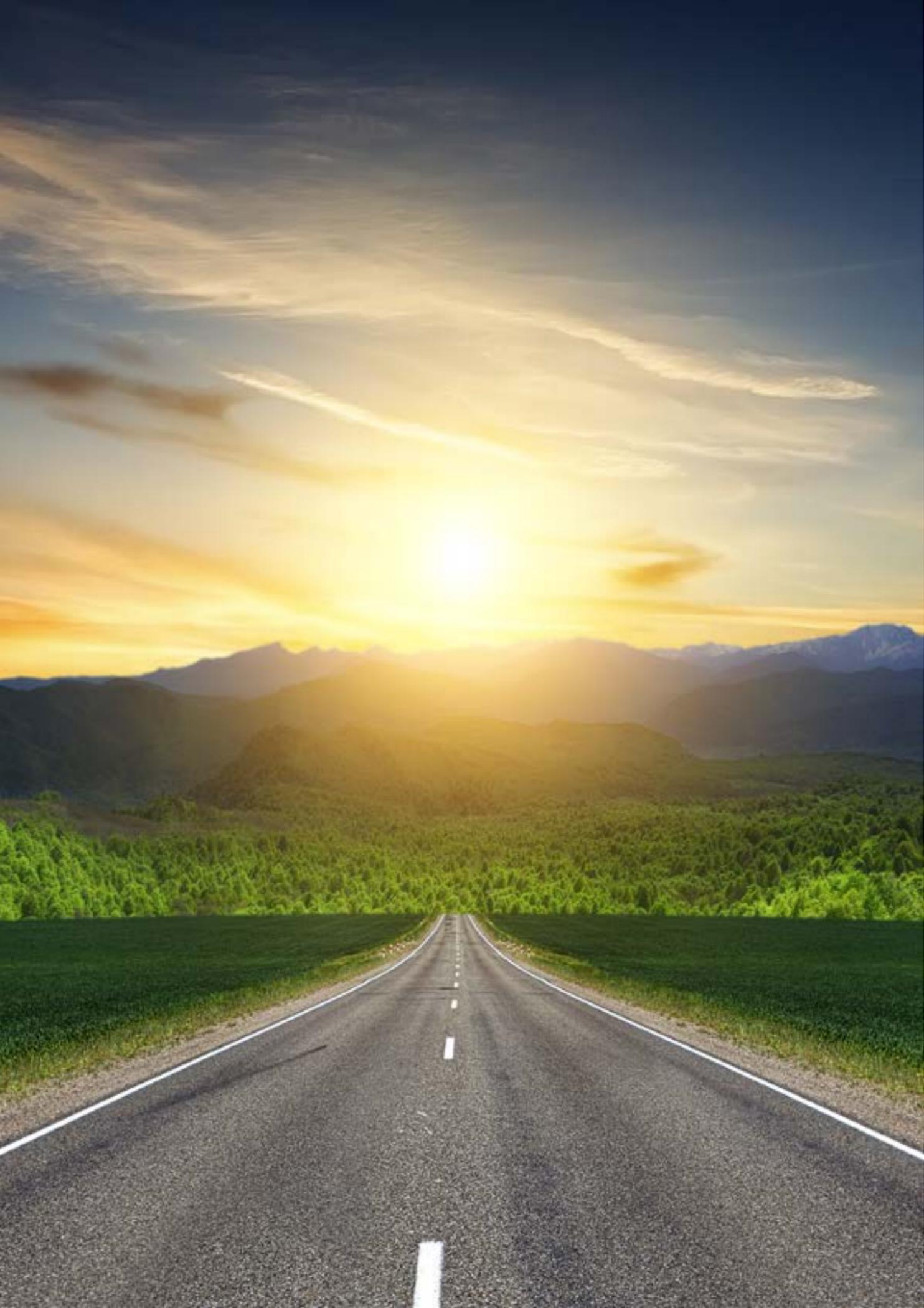
Digital solutions are also key to reaching approximately 1.7 billion people worldwide who have no access to the financial sector. The problem of large swathes of the population remaining unbanked is of particular importance in Africa, and we are actively working to address the issue.

We are also very cognizant of the fact that climate change and the transition to a low-carbon economy is a top global priority for businesses

and the banking sector. In 2019, CIB became one of the founding signatories of the Principles for Responsible Banking, joining a group of 130 banks worldwide that have committed to strategically align their business with the Sustainable Development Goals and the Paris Agreement on Climate Change. I think we are in a strong position that can allow us to positively influence our partners and corporate clients to adopt environmentally sustainable practices into all aspects of their operations, just as we have internally.

While the challenges ahead are significant, we have confidence that our economy can once again resume a steady path of growth. Our job is to extend full support to our clients by rescheduling dues in affected industries and providing the finance needed for our clients to operate in a sustainable manner. CIB will continue with its “Journey of Responsible Banking”, leveraging its expertise and capabilities at the service of the economy, society, and the environment.

Mr. Hisham Ezz Al-Arab,
Chairperson & Managing Director



A Tribute

CIB would like to give tribute to [Ms. Amal El Araby](#), an outstanding professional, a fervent advocate for sustainable development, and a highly respected and loved member of the CIB family. Although she sadly left us, Ms. El Araby will always be remembered firstly for her passion for environmental and social development, and for her excellent record of achievement in the field of sustainability since the establishment of CIB Sustainability Department in 2013.

She continuously strived to work on building, developing, and propped up the culture of sustainability inside and outside the Bank, taking pride in delivering the highest quality work and being always committed to the ethics, standards, and goals intrinsic to CIB. She is and will always be missed by all of us.



INTRODUCTION

2019



Egypt's Leading Private Sector Bank

About Us

CIB is Egypt's leading private-sector bank. It is an award-winning institution dedicated to creating out-standing stakeholder value and providing superior customer service solutions to a broad range of clients. The Bank serves an expansive network of retail customers, high-net-worth (HNW) individuals, and enterprises and institutions that drive the Egyptian economy. With a well-established network of 207 branches and banking units and a workforce comprising of 6,900 employees, CIB provides tailored, client-centric services to clients in the corporate, commercial, retail, wealth, and small- and medium-sized enterprise (SME) spheres. CIB also operates two representative offices, one in Dubai and the other in Addis Ababa, as channels driving business through these key markets while capitalizing on the synergies inherent in the Bank's business model as a means of driving value for clients.

What We Do

Institutional Banking Corporate Banking and Global Customer Relations Group

Widely recognized as Egypt's preeminent corporate bank, CIB serves enterprises ranging from industry-leading corporates to medium-sized businesses.

Debt Capital Markets

Global product knowledge, local expertise, and capital resources make CIB an Egyptian industry leader in project finance, syndicated loans, securitization, bonds, and structured finance. CIB's project finance and syndicated loan teams facilitate market access for large borrowers, providing them with world-class services at exceptional execution times.

Direct Investment

As a local player that adheres to widely acclaimed international standards, CIB actively participates in carefully selected direct investment opportunities in Egypt and across the region, maximizing return on investment.

1.4+ MN

Clients

207

Branches

122 BN EGP

Market Cap

23 BN EGP

Revenues

11.8 BN EGP

Net Profit

6,900

Employees



“The Bank serves an expansive network of retail customers, high-net-worth individuals, and institutions that drive the Egyptian economy.”

Financial Institution Group

CIB provides a diverse set of banking and financial services designed to suit the needs of different financial institutions through facilities tailored to address the financing needs of banking and non-banking financial institutions.

Treasury and Capital Market Services

CIB delivers world-class services in the areas of cash and liquidity management, capital markets, foreign exchange, and derivatives.

Strategic Relations Group (SRG)

CIB is dedicated to servicing its prime institutional entities through the Strategic Relations group. SRG carries out this function with highly qualified relationship managers, who supply our customers with exclusive, personalized services, catering to their unique business needs. The market segment covered by SRG contains strategic entities, including, but not limited to, the vast majority of sovereign diplomatic missions.

Enterprise and Governmental Relations Group

Enterprise and Governmental Relations aims at managing the Bank's relationship with strategic governmental and large enterprises by focusing on providing first-class service and lifetime value for top-tier local and regional companies under state-owned enterprises, governmental entities, or sovereign authorities, which require a more sophisticated level of service in order to increase their business with CIB. In addition to creating new business opportunities for other LOBs out of those customers by offering different corporate, digital, and consumer products and services.

Global Transaction and Digital Banking

The Bank's Global Transaction and Digital Banking group manages all corporate and consumer digital channels to fully integrate the Bank into our clients' daily lives. It develops simple, reliable, and consultative digital experiences that meet customers' needs anytime, anywhere, and on any device.

Retail Banking Consumer Banking

The Consumer Banking division is the core engine to CIB's dynamic service offering, providing a broad range of retail clients in different customer segments (Prime, Plus, Wealth, or Private), an extensive bundle of products and services tailored to satisfy their needs. These products are diversified from personal to specialized lending solutions, cash management services to credit and debit card offerings, in light with a full-fledged competitive analysis in depth.

Business Banking

The Business Banking segment serves over 54,000 SMEs with revenues ranging from EGP 1 million to over EGP 200 million through a network of over a hundred experienced relationship managers. The division works with clients across the industry, providing market-leading services and innovative, bespoke solutions for small and medium enterprises as it works to cement CIB's position as a bank of choice for business owners.

A New Threshold

After five decades serving our clients, over 10 years of leading the Egyptian Stock Exchange, and five years of promoting and integrating sustainable practices in our business, today, we have reached a new threshold in serving our nation, our region, and beyond. 2019 was a year of wide-scaled engagement from our stakeholders, while laying the foundation to pave the way for our Sustainability and Corporate strategies to unify as one.

the environment. Now, we are expanding and re-enforcing our commitment through the deployment of one the largest investments in our digital transformation journey, thus ensuring that both business performance and sustainability commitments are monitored, served, and echoed simultaneously within our operations, partnerships, and decision-making to better serve our investors, customers, community, economy, and environment.

At CIB, business-as-usual is a responsible business that caters to the community and



Vision

To be at the forefront of change, building for the future, and turning aspirations into reality.



Mission

To transform traditional financial services into simple and accessible solutions by investing in people, data, and digitalization to serve tomorrow's needs today.



Our Values



Integrity



Client Focus



Innovation



Hard Work



Teamwork



Respect for the Individual



Decorum



Responsible Leadership



Empowerment



CIB works to create value for shareholders, customers, employees, and the society.



Our Strategic Direction

CIB aims to remain at the forefront of change necessary to achieve its mission by maintaining a vigilant view of the direction of our national and regional priorities. We support Egypt's path towards a digital economy, in which the financial sector plays its role in ensuring financial inclusion for both individuals and small and medium enterprises. We leverage our knowledge and investment in digital transformation to serve the needs of our stakeholders. We reach out to all the talented young minds and provide an innovative and enabling ecosystem where entrepreneurs, in the financial technology industry, are encouraged and nurtured. Moreover, as we share land, history, and the future, Africa is always at the center of Egypt's attention and care.

Creating Shared Value

Creating shared value is and has always been one of the main areas of focus in the Bank's strategy. CIB works diligently to create value for its shareholders, customers, employees, and the society. To do this, the Bank efficiently utilizes its key resources to best serve its strategic priorities, taking into account all the macroeconomic driving forces that prevail. This results in creating both financial and non-financial value for CIB's stakeholders.



THE ROAD TO CIB'S SUSTAINABILITY STRATEGY





Designing CIB's Sustainability Pillars

Sustainable development and corporate sustainability are, by nature, interconnected. After numerous years of sustainable practices across the Bank, 2019 was the year to set a long-term footing to our efforts. Forming CIB sustainability pillars entailed a full year of engagement, analysis, and planning. With a unique mindset, both our Corporate Sustainability Task Force and Sustainability Department have started to re-design our pillars to successfully pave the way for a

sustainable strategy. We worked on identifying the connections and relationships between our business and sustainability impacts.

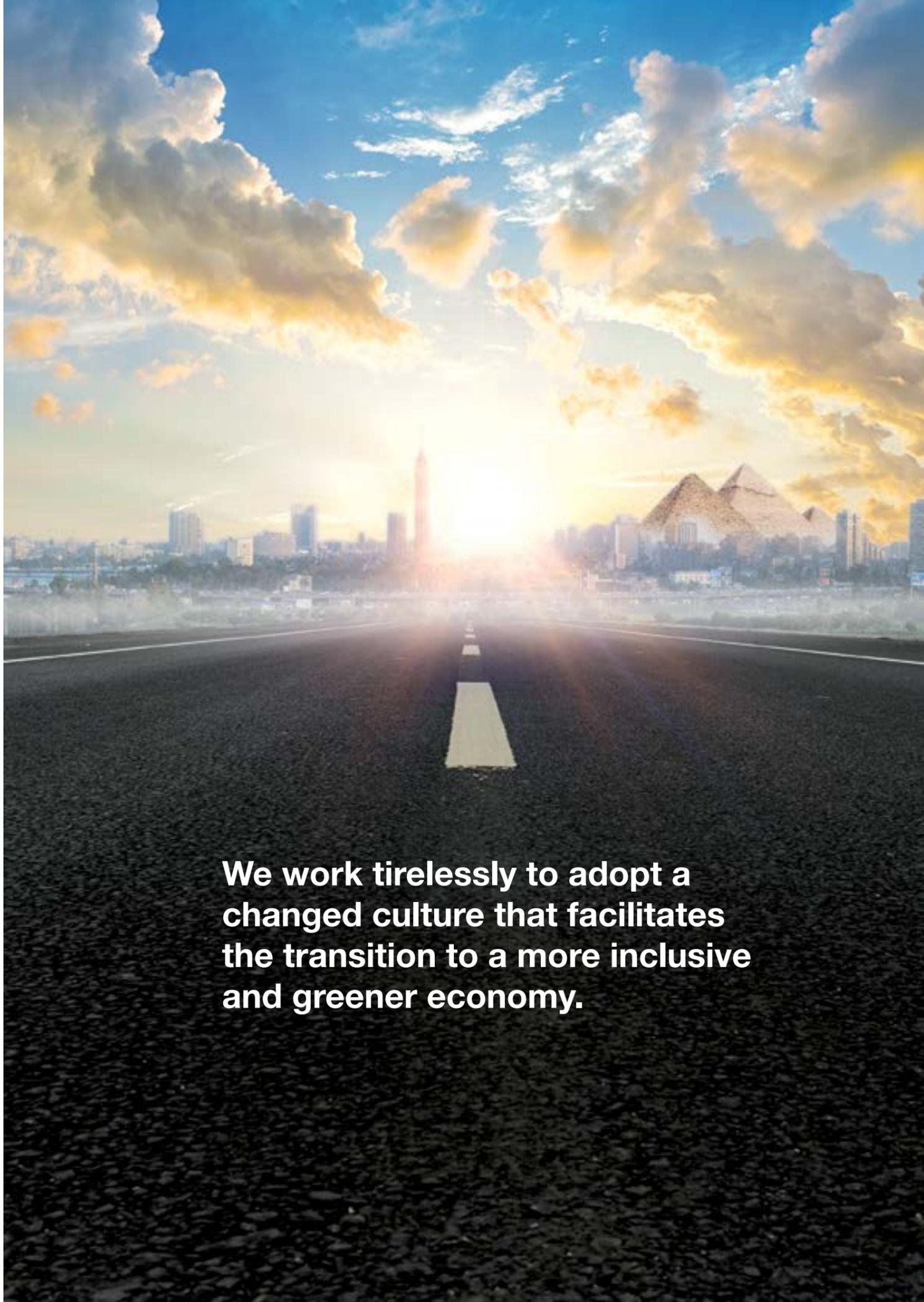
To ensure a comprehensive and holistic approach to sustainability, our sustainability strategy is comprised of three main interconnected pillars addressing the Bank's economic, social, and environmental impact, while ensuring the optimization of its digital capabilities to provide an adequate contribution to each pillar.

The Road to Our Sustainability Strategy

Through our sustainability strategy, we work tirelessly to adopt a changed culture that facilitates the transition to a more inclusive and greener economy.

Our policies and practices have been in constant movement to adapt into a model that promotes responsible relationships with our customers and beneficiaries.

Business Principle	Pillar	Value to our Stakeholders	Journey (Our Practices)	A Digital Strategy Catering to all Pillars Through Data, Technology, and Innovation
An Inclusive Business	Driving Economic Growth	<ul style="list-style-type: none"> Economic Development Women's Empowerment Youth Empowerment Supporting SMEs Inclusion of People with Disabilities 	<ul style="list-style-type: none"> Economic Value to Customers, Business, and the National Economy Financial Inclusion and Financial Literacy Supply Chain Management 	
A Responsible Business	Managing Environmental Footprint	<ul style="list-style-type: none"> Green Finance Resource and Operational Efficiency 	<ul style="list-style-type: none"> Green Finance Environmental Footprint 	
A Committed Business	Leading Social Empowerment	<ul style="list-style-type: none"> Customer Satisfaction Employee Wellbeing Community Investment Societal Prosperity 	<ul style="list-style-type: none"> Customer Experience Employer Brand CIB Foundation CIB Social Activities 	



We work tirelessly to adopt a changed culture that facilitates the transition to a more inclusive and greener economy.

Sustainability Governance

Corporate Sustainability Task Force

Integrating sustainability into the Bank's business strategy and decision-making processes is integral to both our internal practices and our financing services to ensure a positive impact on our sphere of influence. As part of our corporate governance, the Corporate Sustainability Task Force (CSTF) is delegated by the Board of Directors to ensure that the Bank's activities reflect its business approach of balancing the strategic goal of increasing profitability while creating value and serving the broader socioeconomic and environmental interests.

Composition

The CSTF is chaired by one of the Non-Executive Directors of the Board who is appointed by the Board of Directors. Other members of the Task Force are represented by the Executive Management and employees on a rotation basis.

Role

In collaboration with the Sustainability Department, the CSTF's first mission was to revisit the Bank's sustainability practices, re-design our sustainability pillars, oversee and monitor implementations, and report to the Board with its findings and recommendations where decision making is required. The task force also reviews the annual sustainability reports, develops, and reviews yearly sustainability plans, which include specific projects and/or initiatives implemented each year, and ensures alignment between all functions and areas of the Bank.

Internal Engagement

The task force met four times in 2019 and also implemented an engagement plan with employees across the Bank. In line with CIB's inclusion efforts, direct engagement and communication with employees, and raising sustainability awareness beyond the capital, the CSTF holds workshops outside Cairo to ensure an inclusive workforce environment where a variety of different voices are encouraged and heard. The workshops include discussions about the following topics:

- CIB Environmental Responsibility approach and initiatives
- CIB diversity and inclusion approach

- CIB women's empowerment policies and initiatives
- CIB Digital transformation strategy and sustainability

The first sustainability workshop took place in the Port Said governorate, with 100 employees taking part. Various challenges, thoughts, and perspectives are shared amongst attendees, which creates room for innovative and productive ideas that are later turned into real initiatives.

External Stakeholders and Materiality

In addition to our internal engagement and as part of our Sustainability Governance, the Corporate Sustainability Task Force (CSTF) and the Sustainability Department continue to monitor and consolidate the stakeholders' various engagements conducted by the Bank across all its functions to ensure that ample discussions and views are considered as part of our materiality identification and prioritization process. [\(Read more on: Stakeholders and Materiality\)](#)

Communication, Reporting, and Transparency

• **Sustainability Reports:** Communications are carried out at regular intervals, both internally and externally, where collective efforts are put together, and results are generated through wide-scaled engagement from stakeholders. Through this Sustainability Report, CIB keeps all of its stakeholders informed of its material topics and sustainability practices that serve its main priorities.

- **EGX Sustainability Index:** CIB is ranked first on the EGX Sustainability Index 2019 for the fifth year in a row.
- **Financial Times Sustainability Index (FTSE4Good):** CIB is a constituent in FTSE4Good for the fourth consecutive year.
- **Bloomberg Gender-Equality Index:** CIB is included in the 2020 Bloomberg Gender-Equality Index for the second year running.

- **Carbon Disclosure Project (CDP):** CIB is one of the companies listed in the CDP, a climate change program aimed at reducing companies' greenhouse gas emissions and mitigating climate change risk. CDP recognizes companies with high-quality disclosure in its annual scoring process.
- **Carbon Footprint Report:** CIB reports on its carbon footprint annually to identify the Bank's environmental footprint, set targets, and reduce CIB's organizational direct and indirect negative impact on the environment.

“CIB has been a constituent of the FTSE4Good Index, the EGX Sustainability Index, and the Bloomberg Gender Equality Index for several years.”



Stakeholders and Materiality

Stakeholders Identification and Engagement (G102-40) - (G102-42) - (G102-43)

We believe that stakeholder engagement is key to sustain and build relationships with our different stakeholders. That being said, we connect with our stakeholders regularly to have a better understanding of their concerns and respond efficiently to their needs and meet their expectations.

Our stakeholders remain the same as identified during our last reporting cycle of 2018, however, they are consolidated in 2019 under the following groups:

1. Shareholders and Investors
2. Board of Directors
3. Employees

4. Sustainability Partners and Industry Associates (International Community)
5. Customers
6. Suppliers
7. Government and Regulatory Bodies
8. National Community

In 2019, the Bank conducted periodic communications through multiple channels. Their type and frequency vary and correspond to the characteristics of each group of stakeholders. We take into account the opinions and suggestions covering economic, social, and environmental dimensions. As a result, the interests of each group can be summarized as follows:

Stakeholder	Channels and Frequency	Feedback and Interests
Shareholders and Investors	<ul style="list-style-type: none"> Quarterly Financial Results Annual Analysts and Investors Meeting The Annual General Meeting 	<ul style="list-style-type: none"> Financial Performance Sustainable Investment and Lending Environmental, Social, and Governance (ESG) Reputational Management
Board of Directors	<ul style="list-style-type: none"> Board Meetings Board Committee Meetings Board Strategy Meeting Annual Report Annual General Meeting 	<ul style="list-style-type: none"> Capital Positioning Reputational Management CIB New Corporate Strategy Business Continuity Digital Leadership Access to Finance Financial Literacy Environmental Practices Community Commitments
Employees	<ul style="list-style-type: none"> Annual Assessment Ongoing Coaching and Supervision Training Sessions Internal Meetings on all Departmental Levels 	<ul style="list-style-type: none"> Training and Development Benefits and Compensation
Industry Associates and Sustainability Partners	<ul style="list-style-type: none"> UNEP-FI Bloomberg Gender-Equality Index Annual CDP Reporting FTSE4Good Sustainability Index 	<ul style="list-style-type: none"> Commitment to Responsible Banking Principles Practices for Gender-Equality Energy Efficiency and Waste Management Carbon Emission

Stakeholder	Channels and Frequency	Feedback and Interests
Customers	<ul style="list-style-type: none"> Branches Customer Services Account Relationship Manager Call Center Public Website Brand Activations Satisfaction Surveys Social Media Interaction Career Fairs Fintech Programs 	<ul style="list-style-type: none"> Digital Banking Services Affordable Banking for Youth Tailored Solutions for Women Premium Quick Branches Services Responsiveness Privacy and Security Competitive Interest Rates Expended Outreach of Branches Comprehensive Information on Services Financing Entrepreneurship Activities
Suppliers	<ul style="list-style-type: none"> Pre-tendering Meetings Project-based Satisfaction Surveys Briefings and Feedback on New Bank Policies on S&E Assessments and Criteria 	<ul style="list-style-type: none"> Green Products Premises Renovation S&E Compliance and Policies Sustainable Procurement Supply Chain Risks and Performance
Government and Regulatory Bodies	<ul style="list-style-type: none"> Central Bank of Egypt, Egyptian Stock Exchange, and Others Quarterly and Periodic Meetings Daily and Periodic Emails and Direct Communications with CBE Department and Investors Relations Team 	<ul style="list-style-type: none"> Financial Performance Governance and Compliance EGX Sustainability Index Financial Inclusion Financial Literacy Entrepreneurship Digitalization of New National Payment System Cyber Security
National Community	<ul style="list-style-type: none"> Partnerships with Nonprofit Organizations Periodic Mutual Press Releases Social Media Announcements Programmers, Initiatives, Sponsorships, and Donations for Cultural and Social Developments Accessible Branches Annual CIB Foundation Activity Report Annual CIB Report 	<ul style="list-style-type: none"> Accessibility Initiatives Partnership and Investment in Infrastructure of Health Programs Support in Sports Activities and Cultural and Social Development Empowerment of Youth Affordable Banking Financial Inclusion Financial Literacy

Materiality (G102-44) - (G102-46) - (G102-47) - (G102-49) Identification of Our Materiality Issues

The Bank reviews and considers all issues, challenges, and trends raised at both the national and international level. We take guidance and reference from the United Nations' Sustainable Development Goals (SDGs), African Agenda 2063, Egypt National Priorities, and the Central Bank of Egypt's regulations and guidelines.

In 2019, we continued to focus on the main material issues since Egypt's 2017 economic reform program. However, with the strategic sustainability and digital transformation direction, more topics have emerged to take the lead on our map. Through

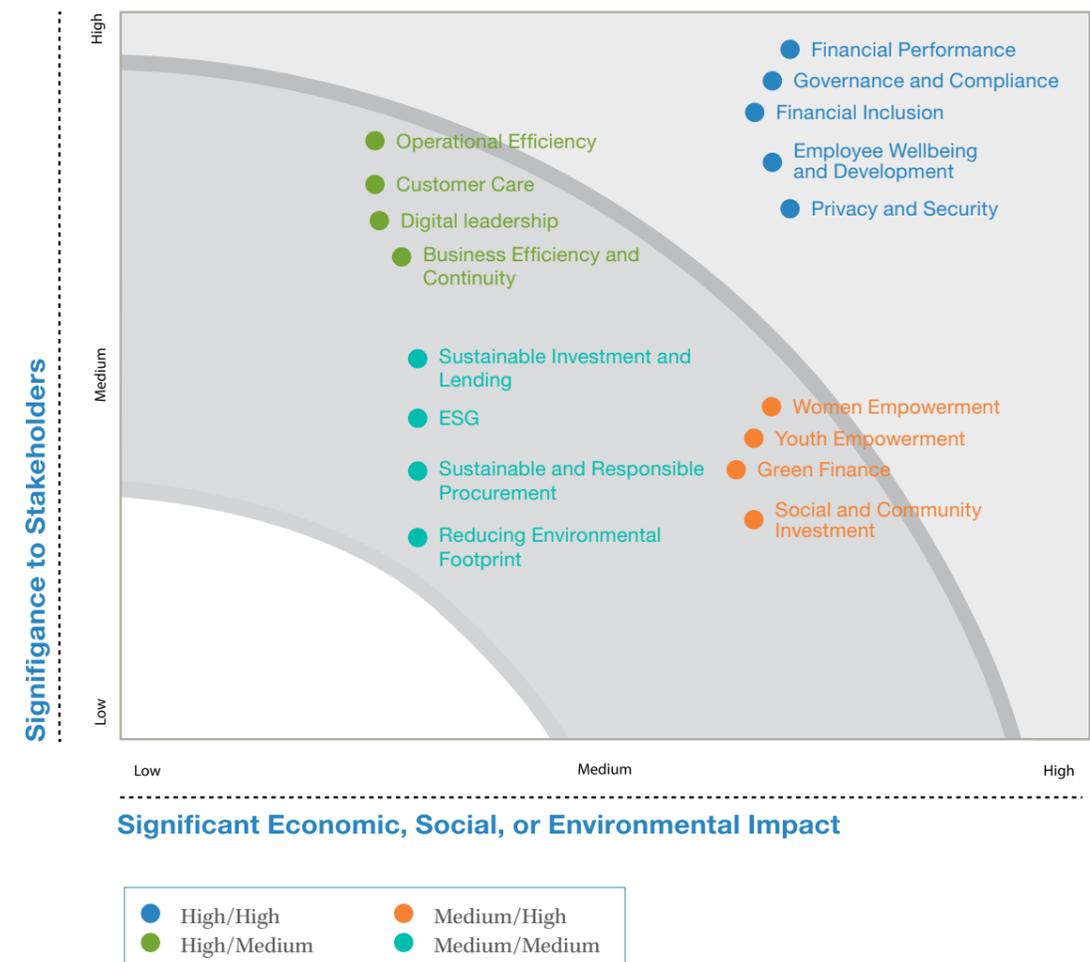
our stakeholders' engagement, the Bank undertook rigorous discussions with our internal and external stakeholders on the potential impacts on both the business and the external environment.

Prioritization of Materiality Issues

Through discussion with our stakeholders, the preliminary list of material issues is mapped with the Business Strategy and prioritized across our Materiality Matrix, reflecting importance to our stakeholders vs. the significance and impact of the economy, environment, and community.

Material Topics and Priority

Shortlisted Material Topics	Priority	Topic Boundaries Outside the Bank
Financial Performance	High High	Shareholders
Governance and Compliance	High High	Customers Shareholders
Financial Inclusion	High High	Customers Society
Employee Wellbeing and Development	High High	Society
Privacy and Security	High High	Customers
Women Empowerment	Medium High	Customers Society
Youth Empowerment	Medium High	Customers Society
Green Finance	Medium High	Society Customers Environment
Social and Community Investment	Medium High	Beneficiaries Society
Digital leadership	High Medium	Customers Society
Business Efficiency and Continuity	High Medium	Shareholders Customers
Operational Efficiency	High Medium	Customers
Customer Care	High Medium	Customers
Sustainable and Responsible Procurement	Medium Medium	Suppliers
Reducing Environmental Footprint	Medium Medium	Society Environment
Sustainable Investment and Lending	Medium Medium	Shareholders Customers
ESG	Medium Medium	Shareholders



Responsible Banking

CIB has taken the lead in Egypt in forming international partnerships that address responsible banking, the empowerment of small businesses, financial literacy, and corporate commitment to climate action. The Bank continues to act as a domestic and regional influencer in promoting the UNEP-FI Principals for Responsible Banking while capitalizing on CIB's Green Finance initiative to introduce new products beyond energy efficiency and renewable energy technologies that will have an impact on the Egyptian community as a whole.

UNEP-FI Principles for Responsible Banking (PRBs)

The Principles for Responsible Banking (PRBs) is an initiative of the United Nations Environment Program Finance Initiative (UNEP-FI) and 30 founding banks. The PRBs are the first principles specifically for banking institutions to encompass social, environmental, and governance practices as part of their day-to-day operations. They were launched and became fully operational in September 2019.

CIB was the first bank in Egypt to join the initiative until other banks in the market got on board

in 2018 for the drafting of the new initiative. As a founding signatory, CIB is committing to strategically align its business with the SDGs and the Paris Agreement on Climate Change. The six UNEP-FI principles, alignment, impact, clients and customers, stakeholders, governance and target setting, and transparency and accountability, are in line with CIB's sustainability strategy and pillars.

Accordingly, CIB conducts gap analysis and develops a strategy that will ultimately help in achieving Egypt Vision 2030, the UN SDGs, and the African Agenda 2063. Today, the PRBs are joined by a coalition of 130 banks worldwide, representing over USD 47 trillion in assets, in committing to taking on a crucial role in achieving a sustainable future.

By signing the principles, CIB commits to being transparent on both its positive and negative impact on people and the planet. CIB will focus on where it has the greatest impact – in its core business – and set, publish, and implement ambitious targets to scale up positive and address any negative impacts in line with global and local goals.

 <p>PRINCIPLE 1: ALIGNMENT</p> <p>We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.</p>	 <p>PRINCIPLE 2: IMPACT & TARGET SETTING</p> <p>We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.</p>	 <p>PRINCIPLE 3: CLIENTS & CUSTOMERS</p> <p>We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.</p>
 <p>PRINCIPLE 4: STAKEHOLDERS</p> <p>We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.</p>	 <p>PRINCIPLE 5: GOVERNANCE & CULTURE</p> <p>We will implement our commitment to these Principles through effective governance and a culture of responsible banking.</p>	 <p>PRINCIPLE 6: TRANSPARENCY & ACCOUNTABILITY</p> <p>We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.</p>

CIB is committing to strategically align its business with the SDGs and the Paris Agreement on Climate Change



 **DIGITAL
TRANSFORMATION**

Enhancing Our Digital Infrastructure

Digitalization is a tool to ease the automation of daily operations, increase operational efficiency, and contribute to major cost savings for corporations. Now, with the progressive changes and fast-paced technological advancements, our customers' needs would not have been fully carried out without proper

investment in data analytics, which has supported our decision-making processes. Over the last year, CIB has been re-enforcing its digital infrastructure, as we acknowledge that artificial intelligence, blockchain, cloud, and data (ABCD) will play a pivotal role in defining our mode of operations.

Sustainable Business Growth	Economic, Social, and Environmental Impact
Build a better understanding of products- and services-related opportunities in both existing and potential market segments	Build a better understanding of sustainability-related opportunities in both existing and potential market segments
Drive operational efficiency through automation and resources efficiency	Provide digital solutions that are secure, inclusive, and accessible to all
All Leading to a Responsible Business Model	

Digital Strategy

Developing our digital capabilities to tap into financial inclusion opportunities, lower the cost to serve, and decrease turnaround time to ensure operational efficiency and allocation of resources. CIB's digital business plan aims at improving the customer experience, increasing migration and automation ratios, optimizing costs, and generating revenue.

financial inclusion efforts are compliant with regulatory guidelines.

CIB Digital Channels

CIB's digital channels include well-established intranet and Mobile Banking platforms, a fully developed Intelligent Voice Response (IVR), chatbot and contact center framework, and a wide-reaching network of ATMs and POS machines. Today, CIB clients can make payments using the mobile wallet application, CIB Smart Wallet, to transfer money, pay bills, and make online purchases.

Digital Governance

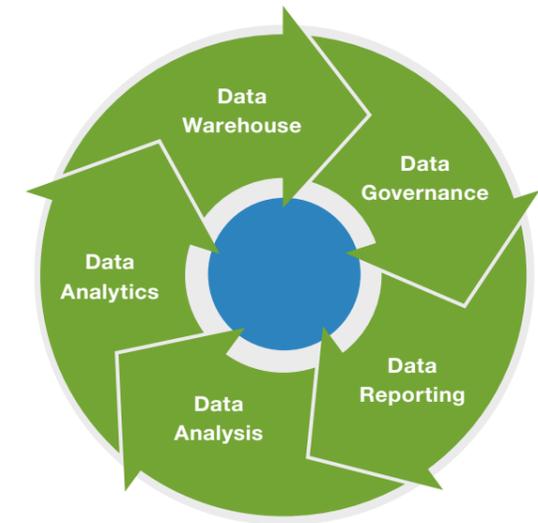
CIB's digital business plan implementation is handled through two core groups: The Analytics and Data Management division and the Digital Banking and GTB group, both divisions work together seamlessly to adhere to CIB's digital business plan and transform the Bank into the digital bank of the future. The digital governance team manages collaboration between the Global Transaction and Digital Banking division and the Bank's internal stakeholders, the Central Bank of Egypt, and other external stakeholders. This is to ensure compliance across the Bank's digital channels, challenge stakeholders to adopt new technologies while ensuring that digital products, strategies, and

Digital Transformation at CIB

Since the launch of CIB's digital transformation strategy, significant progress has been made on all fronts. CIB is ideally positioned to continue building on its current framework to drive full digitalization across the entirety of its day-to-day operations in the coming years. The Bank strives for the digital transformation of its entire business, from product development to risk management and human capital management.

Data Science: The Tool for Digital Transformation

Data science is becoming an essential tool, especially for industry leaders, to grow revenue, enter new markets, change the nature of their relationship with customers, and increase efficiency. CIB's data analytics strategy has been structured for long-term progress to serve entire bank functions from central operations, support functions, product and service development to marketing and communication. In the fast-changing and dynamic global arena, CIB's Analytics and Data Management division ensures that the Bank is at the forefront of change, through its emphasis on data science and analytics, data democratization, and governance and performance management.



CIB's structured approach to managing the flow of data and information inside the Bank, from initial storage, quality improvement, basic reporting to analysis and analytics; where we manage to transform data into knowledge that provides innovative solutions for all the Bank's areas and functions.

Being a customer-centric organization, we utilize data science and analytics to better serve our customers and provide them with tailored products and services that cater to their ever-changing needs.

Intelligent Product Recommendation Engine

This AI-driven tool recommends the next best product for the customer, taking into consideration the customers' current product portfolio, segment, and product usage, and then targeting the right customer with the right product at the right time.

Income Imputation Model

This tool is developed to estimate income for customers with no readily available income-proof to better cater to asset and liability product needs. This opens the door for CIB to lead the financial sector once again and lend to customers based on surrogate programs as per CBE regulations.

A Customer Lifetime Value Model

This tool assesses and identifies customers who deserve preferential rates based on their lifetime value. It also guides CIB on which clients to target and build a long-term relationship with, by offering them better prices and services.

Credit Card Purchase Behavior Segmentation

To segment credit card users based on purchase behaviors in order to provide the cards business team with distinct customer segments characterized by well-defined behaviors, interests, and preferences.

Real-Time Media Analytics Project

This model assesses consumer perceptions of CIB brand and products by providing real-time displays and easy to use dashboards to inform and help define our marketing strategy and approach.

Young Professional's Initiative

This project helped CIB to develop different bundles of suggested products tailored to the needs of the youth customer segment.

Digital Lending Program

In 2018, the team launched a program to penetrate an untapped market of credit seekers, based on their history.

Moreover, having operational efficiency as a strategic goal, the Bank's ADM group developed tools to contribute to cost savings, revenue generation, and the betterment of our back-end workflow.

Call Center Demand Forecasting Model

This tool assists the call center team to increase their efficiency by estimating the number of incoming calls, which leads to the betterment of planning and resource allocation.

Merchant Acquiring Profitability Strategy (MAPS) Project

The aim of this project was to improve the efficiency and increase the profitability of POSs through the introduction of new methods of merchant segmentation. The value-added of this model is to provide an overview of the impact of Dynamic Currency Conversion (DCC) revenue on profitability, recalibrated the merchant's attention on DCC, and enabled the Bank to identify merchants, characterized

with low volume POS, as prospective candidates for efficiency improvements.

Expense Monitoring System

This is an improved tool that was implemented by Enterprise Performance Measurement (EPM) systems to maintain efficiency throughout the Bank.

ATM Location Optimization Model

An ATM location optimization model was implemented, which supports the business with their ATM location decisions, to ensure proximity to all our customers.

Last but not least, in the efforts of safeguarding the Bank and our customers against fraud and emerging risks, the ADM team developed the following model:

Anomaly-Detection Model

To better identify and mitigate risk, in 2018, an anomaly-detection model was developed to minimize fraud by identifying, monitoring, and controlling fraudulent customer behavior that suggests a threat of tax evasion under CBE anti-money laundering laws and regulations.



Partnerships for Innovative Banking Experiences

In its quest to develop promising digital transformation initiatives, CIB engaged in several multilateral task forces and regional forces alike. CIB joined the World Economic Forum (Africa), Smart Africa, and the European and African Union's Digital Economy Task Force (EU AU DETF). The Bank also partnered with Carnegie Mellon University, a global leading data science university, to provide real-life business case practicum courses to their Master of Science in Information Technology (MSIT) degree program cohort in Kigali, Rwanda. The Bank also cooperated with JP Morgan Chase and 160 other banks in 2019 to develop its propriety Blockchain Interbank Information Network (IIN), which allows for the exchange of information in real-time to verify payment approvals. This infrastructure will offer beneficiaries simplified and expedited global cross-border payments in every major market.

Operational Efficiency and Customer Experience

On the operational front, CIB continues to focus on increasing digital transformation and automation rates along with enhancing cost synergies and increasing revenues. By incorporating digital and technological advancements and artificial intelligence, we ensure operational efficiency and improved customer experience. [\(Read more on: Empowering Our Business, and Our Customer Experience\)](#)

Financial Inclusion

CIB continuously collaborates with national entities and regulatory bodies such as the Federation of Egyptian Banks (FEB), the Central Bank of Egypt (CBE), and others on achieving inclusive economic growth and Egypt's transformation into a cashless society. Through such platforms, we share our technical expertise and newly adopted technologies to help provide financial services to the unbanked and underserved populations, therefore boost Egypt's financial inclusion strategy. [\(Read more on: Financial Inclusion and Financial Literacy, and Empowering our National Economy\)](#)

Innovation

Our digital transformation would not have been possible without true cultural and mindset changes. Our digital thinking has been part of our transformational journey, both internally and externally. In this context, the Bank fosters innovation and encourages entrepreneurship through its innovation lab and its contribution to all sound incubators and accelerators in the market. Moreover, C Ventures, Egypt's first corporate venture capital firm, serves as our investment arm and focuses primarily on investing in transformational fintech startups. [\(Read more on: Innovation and Entrepreneurship\)](#)

International Recognition

CIB is the first Middle Eastern company to be subject of a London Business School Case Study, selected in recognition of its data-driven, human-centric approach to leading transformation in the face of macroeconomic challenges (2018). Moreover, our analytics and data management team was awarded the International Data Group's Digital Edge 50 Award, for the branch customer journey simulator project for the category of Artificial Intelligence, Machine Learning, and Cognitive Computing.



Digital Transformation and Sustainability

The digitalization-sustainability convergence in business offers both opportunities and challenges within the organization. The digitalization of the financial sector serves CIB's approach to creating shared value. In line with our value creation model, our digitalization policies and practices across the Bank creates value not only to our business, but also to our customers, community, economy, and environment.

Digital Banking Solutions

As part of our value creation and data-driven approach to our product offering, we integrate financial technologies to revolutionize our financial services. We introduce innovative banking experiences that is core to our commitment to achieving financial inclusion and having a positive economic impact. This is in addition to achieving our goals of operations and products and services efficiencies. [\(Read more on: Economic Impact on Customers, Business, and National Economy\)](#) It is equally important to highlight our leadership in utilizing data-science for a comprehensive understanding of customer behavior. We realize how data-science is essential for the development of more innovative and efficient products and services. [\(Read more on: Data Science: The Tool for Digital Transformation\)](#)

Environmental, Social, and Governance Integration

In line with CIB's pioneering efforts to create shared value and manage its environmental footprint through the integration of social, environmental, and governance aspects of all its operations, we work on utilizing our digital capabilities and exploring different methods of digital tools to track, measure, and monitor our environmental footprint and reduce potential negative social and/or environmental direct and/or indirect impacts. [\(Read more on: Managing Environmental Footprint\)](#)

Cyber Security and Customer Privacy

Our digital culture comes with a commitment to ensure that our customers enjoy a secure, simple, and trusted experience that includes the right advice and support no matter when, where, and how they interact with the Bank. At CIB, we have a dedicated team to preserve the Bank's cyber security and shield its stakeholders against cyber-attacks, security breaches, and risks. To this end, we capitalize on our expertise of international standards and global best practices along with our vigorous and sturdy cyber security defense system to provide full protection against potential breaches and threats. [\(Read more on: Business Continuity\)](#)

Goals	Value Creation	Policies and Practices	Outcomes
Operational Efficiency	Economic Impact and Financial Inclusion	Digital Banking Solutions	Sustainable Business Growth
Product and Services Efficiency	Green Finance	ESG Integration	Economic, Environment and Social Impact
	Customer Experience	Cyber Security and Customer Privacy	





DRIVING ECONOMIC GROWTH: AN INCLUSIVE BUSINESS

Journey 1

**Economic Impact on Customers,
Business, and the
National Economy**

Journey 2

**Financial Inclusion and
Financial Literacy**

Journey 3

Supply Chain Management

Creating Value for all Our Stakeholders

Journey 1 Economic Impact on Customers, Business, and the National Economy

At CIB, we are committed to creating economic value, not only for our business, but also for our customers (individuals and businesses) and our national economy. We put our customers first by bringing them top financial services that cater to their changing needs. We believe that innovation is crucial to achieving business excellence, which is why we rely on our team of talented and dedicated employees to deliver the best advisory services that accompany our wide array of financial solutions. On the digital arena, our digital strategy is geared and aimed at achieving sustainable business growth and fostering our sustainability commitment through the creation of value:

- 1. Value to our customers** by honoring our promise of empowering our customers to achieve their best financial aspirations and growth by keeping them ahead of changes;
- 2. Value to our business** by increasing our profitability and operational efficiency;
- 3. Value to our economy** by boosting financial inclusion and leading the financial sector in supporting sustainable business.

Empowering Our Customers

Every year, CIB's performance demonstrates its commitment to sustainable economic growth and financial inclusion for its customers through:

- Improving existing services and products to better cater to customers' needs, allowing businesses and individuals to efficiently manage their finances;
- Introducing new digital services that are cost-efficient for our customers;

- Knowing our customers and enhancing our understanding of their aspirations, limitations, and needs, which allows them to mitigate any financial risk ahead of time.

Traditional Banking

Retail Banking

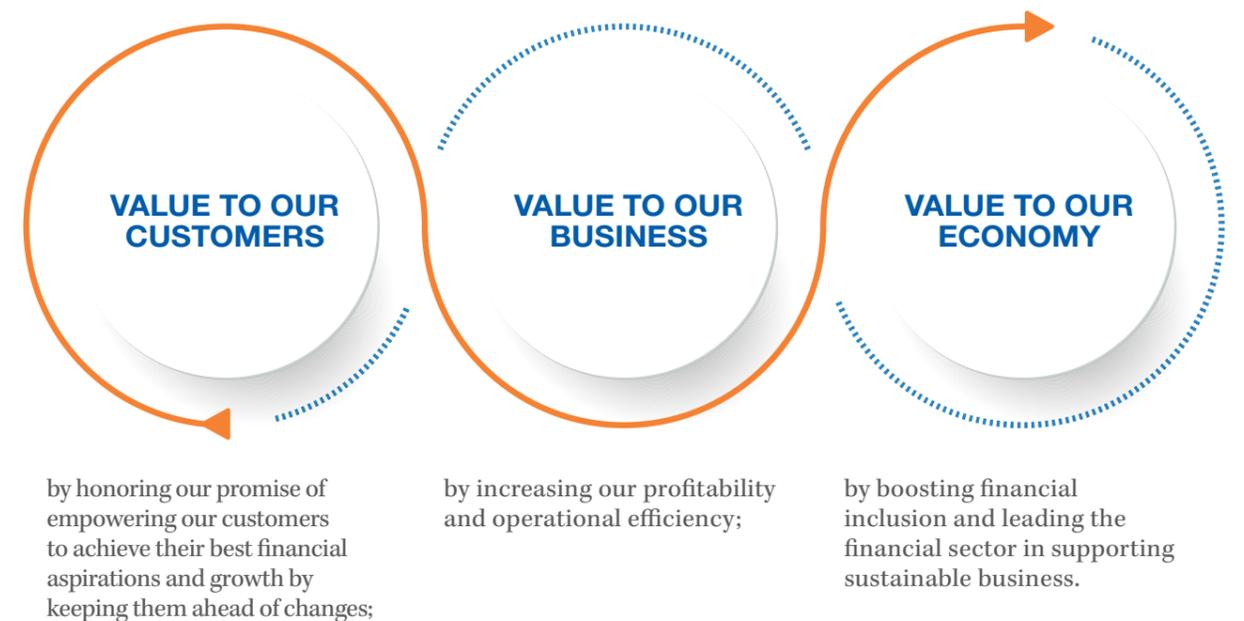
Serving a broad range of customer segments (Prime, Plus, Wealth, and Private), CIB consumer banking offers customer-centric solutions tailored to each segment and works to deliver a truly unique experience to every client. The products offered are diversified from personal to specialized lending solutions, cash management services to credit and debit card offerings.

Mass customers are served through the Prime segment, which focuses on the more specific needs of different sub-segments, including Millennials, Payroll Blue Collars, Payroll White Collars, and Families. In 2019, the Prime Segment achieved remarkable figures in terms of assets, liabilities, and profitability margins. This success was possible thanks to the implementation of key initiatives, such as 1) cost optimization by aligning incentives with digital migration objectives; 2) CRM with bi-weekly campaigns to drive assets penetration; 3) differentiated marketing campaigns based on behavioral segmentation.

Consumer Loans

We offer a wide range of loans that assist our customers to flourish economically, socially, and environmentally. This includes personal loans, travel loans, educational loans, and solar loans. [\(Read more on: Managing Environmental Footprint: Green Finance\)](#) CIB's personal loan portfolio is ranked third among all Egyptian banks and first among private banks. Consumer Loans are the main asset income

Empowering Our Customers, Our Business, and the National Economy



generator for Consumer Banking, standing at 79% of the total loan portfolio book. We aim to continue expanding through portfolio optimization and focused acquisition programs to grow our market share of both outstanding and new acquisitions. Some of the main products that were offered in 2019 are:



Travel Loan: The loan allows customers to purchase travel packages and pay in installments over five years.



Educational Loan: We signed a tie-up with ESLSCA Business School targeting customers applying for postgraduate studies, offering them preferential interest rates and several exclusive features.



Solfa we Aman Loan: As part of our commitment to work towards financial inclusion initiatives, we have developed a unique product to cater to our lower-income payroll customers; by offering a loan bundle with micro-insurance provided by AXA.



CBE Initiatives: We participated in two CBE initiatives aimed at women and youth to encourage them to apply for personal loans by offering them discounted admin fees during the promotion period. ([Read more on: Empowering Women and Empowering Youth](#))

Liabilities

CIB offers a wide range of current and savings accounts that cater to the needs of the wide segment of customers. In 2019, we launched a new account opening capability to improve sales and cross-selling, reduce costs, and attract New to Bank customers. We also revamped our existing Save and Safe Account to Premium Savers, offering a newly structured and propositioned savings account with a unique group of non-interest benefits. Our product offerings provide customers with an attractive balance of financial and

non-financial benefits. ([Read more on Empowering Women and Empowering Youth](#))

A key pillar in our success in 2019 was our quick and effective response to changing interest rates and pricing by both the CBE and competition. Our approach has consistently been to correctly assess product prices with multiple pricing tools, like selective pricing for TDs, tiered pricing for savings accounts, and restrictive pricing for FCY deposit.

Cards

CIB cards business offers a variety of credit, debit, and prepaid card options tailored to meet customer-specific financial needs. CIB cardholders benefit from 24/7 access to all accounts through our digital platform and wide range of ATMs. They also enjoy easy payment plans and discounts on a wide network of merchants offering 0% interest and discounts that reach up to 50%. CIB cards are equipped with the necessary technologies that ensure security. In 2019, we introduced several acquisition campaigns and new products, such as the new contactless payment feature and Meeza prepaid and debit cards. ([Read more on: Financial Inclusion and Financial Literacy](#))

Contactless Payments

CIB launched the new contactless payment feature on all debit, credit cards, and selected POS machines for the first time in Egypt. The technology that was recently adopted in Egypt allows CIB debit and credit cardholders to tap their cards over the point of sale (POS) machine without inserting a PIN when purchasing their daily items, making checkout faster and more convenient.

“A simple tap of the card is all it takes to pay at checkout.”

CIB was ready with the technology and tools for the project, therefore when it was approved and launched by the CBE, the Bank experienced no difficulties, the launch was very smooth, and we were the first to roll it out.



With cards portfolio of more than 574,000 credit cards and more than 1.4 million debit cards with the highest spend market share in the country. CIB was able to rapidly capture market share growing to the largest player by number of credit cards reached with total ENR EGP 4.28 billion. We maintained both healthy RAROC above 35% and solid credit performance whilst dropping the cost to income ratio.

Bonus Points: Loyalty Program

CIB provides a loyalty program that increases customer retention and attracts new customers. Cardholders can earn bonus points through our exceptional rewards program every time they use their cards and redeem their points for cash back, e-vouchers, and trip bookings.

Institutional Banking

For over 40 years, CIB has been diligently providing top financial services for corporates customers facilitating their business operations and impacting the economy as a whole. Our Institutional Banking group serves our customers through several divisions that collaborate to provide the simplest, convenient, advanced financial service that assist corporates in their journey of economic growth. The Institutional Banking group contributed 64.9% to CIB's loan growth during 2019.

Corporate Banking and Global Corporate Relations

We acknowledge the direct and indirect impact we have on the economy through our lending facilities to corporates. That's why we support our clients by providing them with the most suitable and convenient solutions and support their operations in segments that will maintain sustainable development. The group has ventured into new potential segments and sub-segments such as education, frozen vegetables, hospitals, leather, and wood and furniture.

Furthermore, the group has expanded the existing client network to tap into further market opportunities, by financing mega-projects in

active sectors such as power, real estate, telecom, food and beverages, petrochemicals, and oil and gas. The group's loan and investment portfolio recorded EGP 100 billion as of December 2019 compared to EGP 88 billion as of December 2018.

Debt Capital Market

In line with our role in supporting our economy, in cooperation with several partner banks, CIB has worked in accordance with international lenders such as EBRD and Proparco to promote environmental sustainability in Egypt and became the only local bank to act as a security agent on their behalf for projects related to renewable energy specifically under the feed-in tariff program — a national landmark project supported by the government.

CIB has worked in accordance with international lenders, such as EBRD and Proparco, to promote environmental sustainability in Egypt. CIB's Debt Capital Markets division (DCM) prides itself on its unmatched track record and experience in underwriting, structuring, and arranging of syndicated loans and project financing, as well as securitization transactions and bond issuance. In addition to closing 75% of securitization deals in Egypt, firmly cementing CIB's position as the top Egyptian bank structuring securitizations in the local market, new sectors have been penetrated, including Microfinance and Consumer Finance.



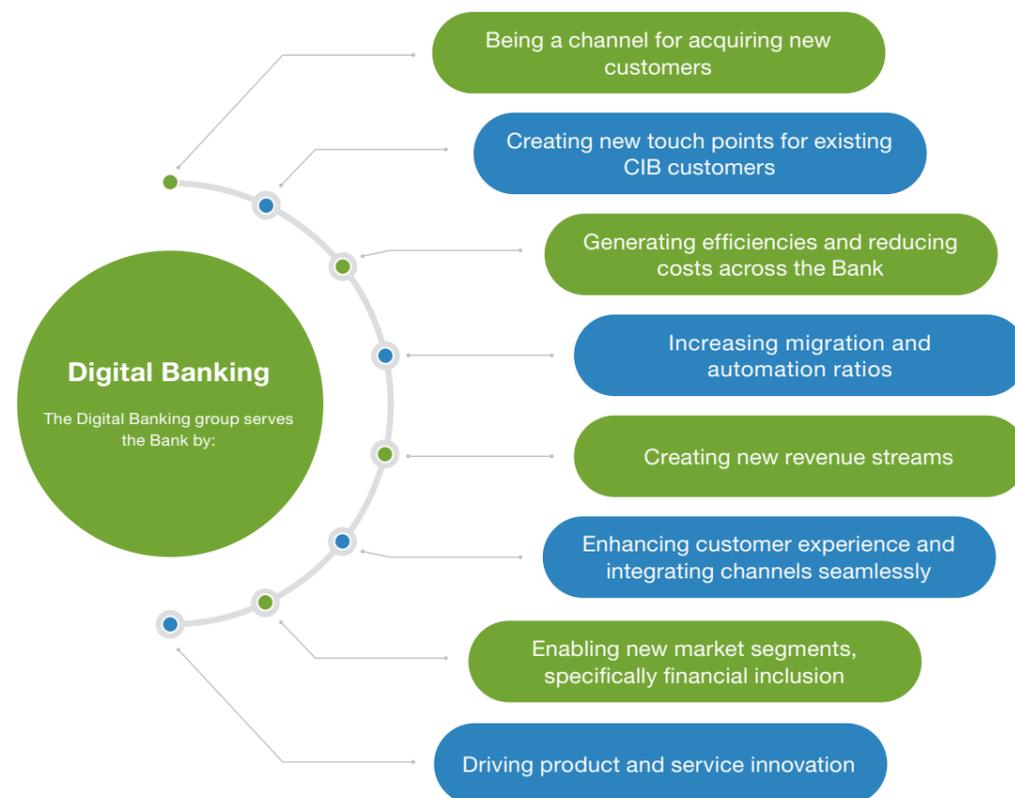
Direct Investment Group

Supporting our commitment to sustainable development and our national economic direction, we have invested in key economic sectors, through our investing arm DIG, including the education and healthcare sectors. These sectors are characterized by having a strong social and economic impact. DIG has leveraged its extended network to execute the acquisition of a minority stake in a market-leading pharmaceutical company in a non-traditionally structured transaction. The acquisition, in addition to the equity market exposure in general, solidifies CIB's position

as a full-fledged financial partner to Egypt's business community.

At CIB, our credit policies are geared towards enabling sustainable economic activities for our corporate customers. By financing projects that accelerate clients' transitions and support clients that are contributing to solutions to environmental and social challenges. [\(Read more on: Green Finance\)](#) Our Credit Facilities equally and extensively extend to SMEs. [\(Read more on: Supporting SMEs\)](#)

Digital Banking



Our Digital Platforms

The Bank's digital channels achieved total cost savings of EGP 2.2 billion as of December 2019, recording a y-o-y increase of 22% through 74.4 million transactions.

Online Banking

CIB's Online Banking market share represents 25% of the Egyptian Banking sector. Online Banking channels (Internet and Mobile Banking) have achieved total cost savings of EGP 500 million as of December 2019, recording a y-o-y increase of 61%, and a total customer base increase of 45% y-o-y reaching 592,000 users with an activity rate of 64% as of December 2019.

Internet Banking

Internet Banking played a vital role in offloading CIB branches as credit card settlement, internal transfer, and external transfer transaction migration rate from branches reached 91%, 76%, and 39%, respectively. It is worth noting that outgoing and internal transfer migration rates proceeded via Internet Banking for corporate customers reached 87% and 62%, respectively.

Mobile Banking

Mobile Banking enables customers to access their accounts with ease and convenience and to conduct a broad range of financial transactions. Through the app, they can manage their finances, beneficiaries, schedule transactions, and donate to favorite charities via numerous security features. To better serve its growing user base, in 2019, CIB revamped the user interface and experience of its Mobile Banking application, which saw a 114% y-o-y increase in transactions as of December 2019.

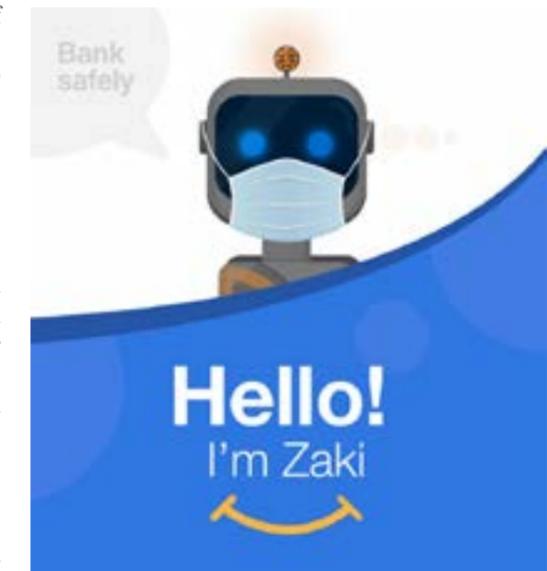
Phone Banking

The IVR revamp, together with migration efforts, boosted agents' productivity and reduced the call center's operational costs, with a y-o-y increase by 24% in the IVR log-in to reach 2.1 million with 84% migration rate of eligible inquiries from the call center. A 22% y-o-y increase in the IVR customer base to reach 687,000 customers.

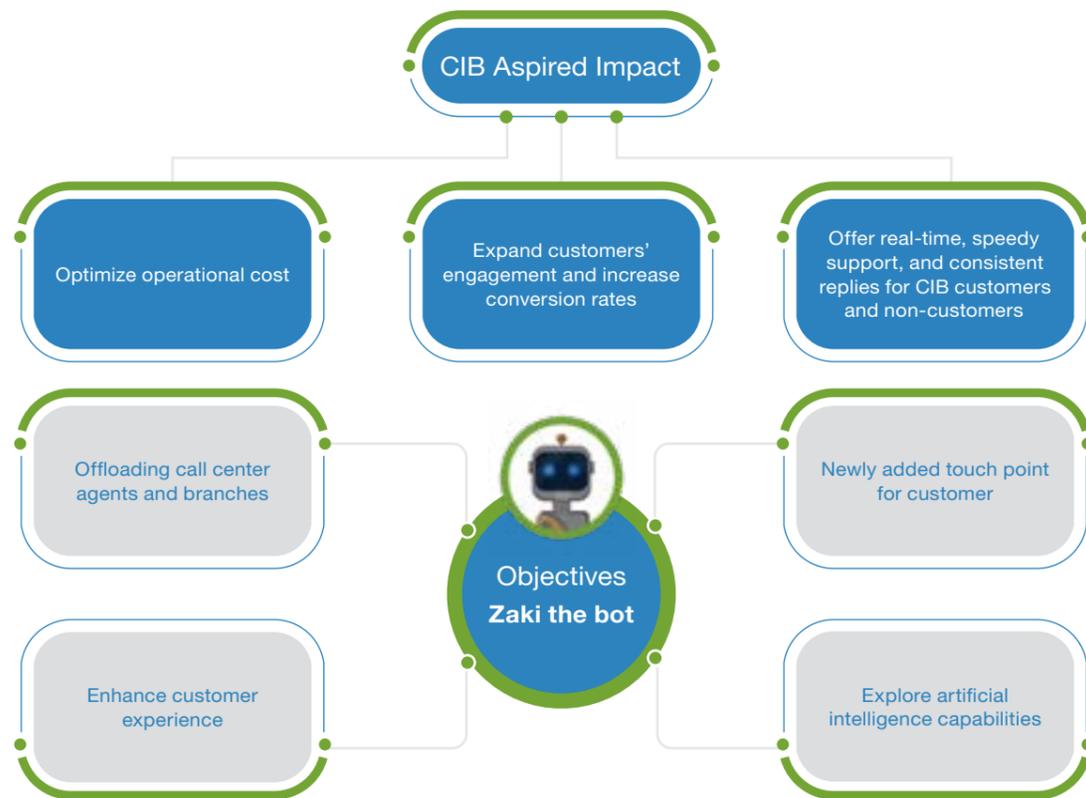
Mobile Wallet

CIB mobile payment (Smart Wallet) provides an innovative experience that serves both banked and unbanked customer segments by providing a convenient, secure, and cost-effective way to make purchases on mobile devices. As of December 2019, the wallet customer base increased to 625,167, with an activity rate of 18% over 90 days.

CIB Chatbot



Spearheading digital transformation of contact centers in Egypt, in 2019, CIB introduced "Zaki the Bot" as the first chatbot in Egypt introduced on social media platforms and the Bank website. This new customer touchpoint is the ultimate virtual assistant, as it uses artificial intelligence to help CIB customers and non-customers learn about the Bank's products and find the nearest ATM or branch and its working hours. The chatbot is bilingual, serving customers in both English and colloquial Arabic. Zaki the Bot also has the potential to become a key channel for customer data that will help the Bank deliver more client-focused solutions. In 2020, Zaki the Bot's services will be expanded to serve new customer segments, such as corporate and business banking, where the chatbot can provide smooth, real-time support for product inquiries.



“Our digital transformation journey creates value for our corporate customers by providing them with innovative digital solutions that save them time and energy.”

Trade Finance

Trade Finance Online is CIB’s market-leading online trade channel, offering clients the ability to conduct and manage their trade finance transactions online. The channel provides customers transparent and clear information about all their transactions, while eliminating paperwork and saving them time and money. In 2019, we began migrating customers to a new Export Direct Collection service on the CIB Business Online portal. The service allows Business Online customers to send shipping documents directly to CIB without visiting a branch and lets them track the entire journey. [\(Read more on: Supporting SMEs\)](#)

Cash Management

CIB is committed to introducing the most comprehensive payment products on the e-payments market. Cash management at CIB focuses on a number of core digital efforts, including:

- Increasing CIB’s market share for international remittances.
- Providing custody, securities, liquidity, and treasury modules on our online platform.
- Revamping the One Time Password (OTP)

across all portals to enhance customer experience, reducing handling times for issuing tokens, and revamping online portals (CIB Business Online and ACH) to improve customer experience and decrease transaction turnaround times.

- Integrating with corporate financial systems, such as Oracle and ERB, and offering an API gateway for third parties.

2019 saw a 29% y-o-y increase in the customer base to 12,000 corporate customers, a migration rate of 87% for all outgoing transfers, a migration rate of 62% for all internal transfers, and a 32% y-o-y increase in the number of transactions to 2.9 million.

Governmental Payment Products

In cooperation with e-finance, CIB moved bill payment services for customers to the digital platform using E-Pay’s generalized portal. A key objective for 2020 is to ease the burden of governmental payment processes in the branches. CIB’s market share in governmental payments

through the CPS platform reached 32% in terms of number of transactions of 35,000, and 26% in terms of transaction value amounting to EGP 12.4 billion across all banks in Egypt. In 2020, we expect that e-finance services will be made available through our ATMs to help meet the Egyptian government’s strategy for achieving a cashless society, which greatly improves the customer experience.

Empowering Our Business

CIB’s business excellence journey is achieved through our efforts to increase operational efficiency, maintain a cost-effective business model, and increase our profitability. Our endeavor to improve product offerings by providing digital channels to consumers has strongly impacted our business. Our digital channels vary between Online Banking (Internet and Mobile), ATM Network, Phone Banking, Global Transaction Banking, and Corporate Payments Service.

Operational Efficiency

By migrating transactions away from branches, we have successfully reduced processing times and cost-to-income ratios. The result is improved customer adoption rates and enhanced employee efficiency. In addition to holding almost 25% market share for both Internet and Mobile Banking, it is worth mentioning that CIB is ranked first in Egypt for digital domestic transfers. CIB brought state-of-the-art technology for computing systems, fully virtualized platforms, and powerful enterprise storage appliances. The whole infrastructure caters to one of the most advanced data centers in the banking sector.

In 2019, CIB upgraded its core system to the T24 Core Banking system to improve operational efficiency. The shift facilitated the introduction of an arrangement architecture module, which is a new core banking engine outfitted with a product builder to serve all business segments. The new module will provide future products with enhanced technology, system stability, and decreased time to market.

Moreover, the operations and IT group finalized the Sigma program, which aims to streamline customer service delivery at branches. The program has contributed to the successful rollout of account openings and

loan origination resulting in better customer experience, service delivery turn-around-time (TAT), and business growth.

We also upgraded the core banking system to ensure a seamless customer journey. IT also enhanced the Bank’s infrastructure resiliency through the implementation of network virtualization phase one and started the rollout of a new virtual desktop platform.

Cost Synergy

In our efforts to reduce and sometimes eliminate expenses, there was no better momentum than the one achieved through the optimization of our digital channels. Our Cost Synergy approach was obviously reflected in increased revenues:

- EGP 480 million generated from migrating cash management transactions to digital channels (as of December 2019) up 170% y-o-y
- EGP 1.2 billion generated from migrating transactions to the Bank’s ATM channel (as of December 2019), flat y-o-y
- EGP 500 million generated from migrating transactions to the Bank’s Internet Banking channel (as of December 2019), up 61% y-o-y

Empowering Our National Economy

Enabling Digital Platforms

The banking system has always been the pivotal player in the growth of the national economy, but today, the creation of new capitals through businesses and individuals had to swiftly adapt to the trends and needs of new customers. Enabling new digital platforms present a diverse range of true value propositions to serve every segment of the economy. Ensuring such collective wealth and capital formation through the banking sector is the way forward for every national growth process.

Global Transaction Banking

CIB was committed to introducing the most comprehensive payment products on the e-payments market, as well as a number of core digital efforts in cash management. As a result of its digital transformation efforts, as of 2019, CIB is ranked first in Egypt for digital domestic transfers through Automated Clearing House (ACH), while holding 25% market share for both Internet and Mobile Banking. Also, in 2019, synergies for cash management increased 170% y-o-y to reach EGP 480 million,

while cash management revenue reached EGP 37 million. Notably, outgoing and internal transfers migration rates proceeded via Internet Banking for corporate customers reached 87% and 62% respectively.

Corporate Payment Service (CPS) platform E-Governmental Payments

As part of the Ministry of Finance's aim to collect all government payments electronically, an agreement was reached between CIB and e-finance, a company that develops and operates e-payment platforms and channels, agreed to enable customs, tax, and other government authorities to receive payments through the E-Pay portal. It is worth mentioning that there was a 67% y-o-y increase in the number of transactions to reach 35,000, a 69% y-o-y increase in the customer base, and a total revenue of EGP 160 million as of December 2019.

Global Security Services (GSS)

CIB's Global Security Services (GSS) is Egypt's top provider of trustee services, handling 20 special purpose vehicles (SPVs) out of 30 SPVs in the market, with total assets of EGP 16.5 billion. GSS attracted new portfolios worth a total of EGP 29 billion diversified across scriptless and physical securities, while fixed-income investments under custody increased significantly, with a 29% growth in T-bills to reach EGP 61 billion as of December 2019.

For the 10th consecutive year, CIB was recognized as the best sub-custodian in Egypt by Global Finance for the Bank's distinguished services

Financial Technologies and Financial Inclusion

Mobile Payment and Acceptance

As part of the national strategy towards financial inclusion, CIB is constantly developing payment services through its mobile application (Smart Wallet). In this regard, Quick Response (QR) Code is a new payment method authorized by the CBE. In 2019, CIB introduced the QR Code via CIB Smart Wallet as a new payment method which is a quick, secure, and convenient way to process payments through mobile wallets, aimed

to allow the customer to access a larger and less expensive merchant network in a rapid manner, compared to the traditional POS terminals.

Innovation and Entrepreneurship

CIB is positioned as a key supporter of the nation's entrepreneurial ecosystem, by building strategic partnerships with service providers and startup incubators and accelerators to build a strong pipeline of potential entrepreneurs and startups to enrich our value proposition and achieve financial inclusion.

CIB Innovation Lab

The lab is the financial technology (fintech) and entrepreneurial hub of Egypt's banking sector. It contributes to incubators and accelerators with workshops, a mentorship community, and support for key events in the sector. CIB Innovation Lab contributed to more than 35 events, enrolled more than 30 mentors who have conducted over 150 startups, and is in serious talks with more than 10. In addition, our Entrepreneurs Engagement Program (EEP) supports startups who have fast and agile solutions by helping them transform their offerings into a product-line to serve CIB's departments. The program extends CIB's resources and brand-recognition to the startups while enriching CIB's market value proposition via their unique offerings.

As part of our partnership with the American University in Cairo (AUC) Venture Lab for fintech cycle 2019, we have commenced scouting for fintech startups, in which CIB innovation lab joined the pre-screening judging panel to shortlist eight startups out of 15. These startups were provided with mentorship sessions and business trainings with the VLab and CIB mentorship community.

 CVentures was established in December 2018 to complement CIB's innovation agenda and generate superior investment returns. CVentures primarily invests in transformative fintech platforms capable of complimenting CIB's digital transformation strategy, including companies with best-in-class products and services, scalable business models, and disruptive

“As of 2019, CIB is ranked first in Egypt for digital domestic transfers through ACH, while holding 25% market share for both Internet and Mobile Banking.”

propositions (resulting in improved cost efficiencies, complementary revenue streams, and smart banking solutions powered by next-generation customer experiences).

To stimulate innovation and ensure sustainable value-add, CVentures works closely with multiple CIB stakeholders to explore, test, pilot, and distribute vetted solutions across CIB's platform. This includes but is not limited to verticals that cater to unbanked and underserved segments, where high-volume financial transactions and tech-enabled processes support better, more affordable customer-centric experiences, ranging from financial inclusion and mobile banking to personal finance and consumer lending; capital markets and FX trading; financial infrastructure, remittances, and money transfers; business banking and SME lending; data analytics and AI, machine learning, and applied blockchain technologies.

CVentures offers a broad range of services including but not limited to early-stage funding and follow-on reserve, and technical, financial, and operational support designed to assist companies with their go-to-market strategies, business building efforts, and scaling activities. Additionally, and on a best effort basis, CVentures leverages CIB's partner network and internal resources to accelerate market adoption and product distribution. CVentures is geography agnostic, primarily interested in investing in Seed, Series A, and Series B investment rounds.

CVentures is currently invested in Yodawy, a pharmacy benefits platform and one-stop-shop digital e-commerce solution for medications, health products, and insurance co-payment benefits, including an order processing and approval gateway for pharmacies and health insurers “His,” supported by a 24/7 call center. Additionally, Yodawy offers (i) smart routing capabilities and automatic approval processes designed to detect outliers, prevent fraud, and reduce costs,

and (ii) a channel for the long tail designed to increase sales and improve pharmacy efficiency including product placement benefits, promotions, push lists, analytics, and market insights. Furthermore, Yodawy works closely with insurance companies to enable better controls and governance of medical insurance claims through scalable, cutting-edge technology infrastructure.



CIB is a partner in Fawry Plus for Banking Services, an agent bank financial service Company in which it owns stakes of 23.5%. Acting on behalf of its member banks, Fawry Plus' innovative delivery model helps bring financial services within reach for millions among the unbanked population.

Fawry Plus is Egypt's first agent banking company, providing a wide array of banking and financial services to end consumers and businesses through a network of retail branches across Egypt, focusing on serving urban and underserved regions. Fawry Plus branches provide banking services, including limited KYC services and document collection required for mobile wallet registration, prepaid and credit card issuance, loan issuance, and account opening. Other services include collecting bank correspondence and mail, cash withdrawal and deposits, repaying loan and credit card dues, as well as various bill payments such as utility, telecom, subscription fees, taxes, and fines.

CIB supported the CBE's campaign for mobile payments through partnering with Fawry for Banking and Payment Technology Services, by launching the Smart Wallet through which customers can pay bills, recharge their mobile prepaid lines, and transfer money to other wallet holders in Egypt. ([Read more on: Financial Inclusion and Financial Literacy](#))

Journey 2 Financial Inclusion and Financial Literacy

Since the CBE declared financial inclusion as a national priority, CIB continues its commitment to serve the under-banked segments by facilitating access to finance and financial products and services with close attention to women, youth, SMEs, people with disabilities, and low-income segments of the society. In this journey, we rely on our sound financial growth and understanding of customers' individual

needs. We also acknowledge that our financial inclusion journey must be in tandem with our journey to promote financial literacy.

In line with our value creation model, we invested in our digital capabilities and relied on our proximity to our customer to create value for the unbanked and underbanked.

Value Creation

Convenience and Affordability

Motivation and Empowerment

Support and Partnership

Accessibility and Enablement

Policies and Practices

Products and Services to All

Empowering Women

Empowering Youth

Supporting SMEs

Banking for People with Disability

Customer Proximity

Access is key to financial inclusion, which paves the road towards sustainable development. To ensure Customer Proximity, we rely on both our human and physical capital. Our highly qualified employees and the accessibility of our branches and ATMs allow us to achieve financial inclusion.

Accessibility of financial products does not solely rest on providing simple and affordable products and services. The proximity of the branches and ATMs play an integral role in the inclusion of people in remote areas and extending across the country. Our growing branch network serves customers across Egypt. In 2019, the Bank increased its branch network by six branches, to bring the total branches to 207. Moreover, ranked as the largest ATM network in the private sector and ranked third among all banks, CIB operates a network of 1,012 machines and 16,252 POSs covering Egypt's 27 governorates.

Area	No. of Branches and Units
Cairo	120
Alexandria	29
Sinai and Canal	28
Delta	15
Upper Egypt and Red Sea	15



Digital Technology and Innovation

Proximity would only have been fully optimized when they are properly supported by our intellectual capital and digital capabilities, both of which have been developed over the years to provide one of the most comprehensive digital financial services (DFS). CIB worked tirelessly to provide several products and services that ensure the provision of affordable and simple financial products, both traditional and digital. [\(Read more on: Financial Inclusion and Financial Literacy: Products and Services to All; Empowering Our Customers\)](#)

Highlights

- The average number of transactions across the ATM network increased by 16% y-o-y, compared to transaction growth of 12% in 2018.
- The ATM network grew by over 95 machines.
- 95% of cash deposits below EGP 10,000 migrated to ATMs from in-branch deposits.
- 98% of cash withdrawals below EGP 20,000 migrated to ATMs.
- New utilities (i.e., electricity and water) were added to ATM bill payment services, contributing both to revenue and account growth.



With the integration of Customer Proximity and Digital Technology, our products and services have secured access to finance all our clients, while we continue our focus on the following segments: Women, Youth, SMEs, and Persons with Disabilities.

Our Economic Value Creation

Convenience and Affordability

One of the many challenges in emerging economies and low-income populations is their unwillingness to bear or go through the burden of the processes for opening bank accounts. To reach out to this unbanked segment, CIB serves them through a number of products.

Products and Services to All

Meeza Cards

In a significant leap towards financial inclusion, in 2019, CIB added “Meeza” cards to its cards portfolio. Meeza is an anonymous card that is issued instantly using the national ID only and can be used by customers immediately. It allows all segments of society to have suitable, accessible, and

affordable opportunities to manage their finances. CIB has launched two different card types. The Meeza Generic Prepaid Card (Karty) and the Meeza Governmental Prepaid Card that is issued for governmental institutions provide easy solutions for salary transfers and pensions. Customers can use this card for cash withdrawals, local purchases, and online shopping. It can be reloaded multiple times from all CIB branches and ATMs.

Aligning with the CBE Financial Inclusion strategy of transitioning to a cashless society, Meeza prepaid cards support the CBE initiative to create a national payment scheme (NPS) and issue cards that are locally branded. In a smart move leveraging on government payments, customers can pay different government payments and deposit or load the card through CIB ATMs, 24/7.

Easy Accounts

The Easy account is an accessible account characterized by zero minimum deposit, zero account opening fees, and zero minimum

balance required. It involves a minimum annual fee of only EGP 50 (under \$4). Although this product targets all segments of the society, yet it particularly opens an opportunity for youth and low-income customers to access banking and enables them to benefit from regulated deposits as well as payments and transaction services.

In light of the importance of the financial inclusion, the Easy savings account allows the youth segment to have the ability and tools to save and manage their savings by removing the minimum entry barrier that was required to open an account, and applying a simple interest rate to empower them with the skills and knowledge to make the right financial decisions. Most importantly, the account encourages them to utilize the digital platforms to save time and decrease costs.

Mobile Wallet

CIB Smart Wallet is a product aiming to encourage, enable, and empower customers. With Smart Wallet, customers, banked or unbanked, can easily pay bills, recharge their mobile prepaid lines, and deposit and withdraw funds from the ATM network or any of the Bank’s authorized banking agents. It promotes connectivity as it allows users to transfer and receive money to and from family members, or other wallet users in an easy, fast, and secure manner. Smart Wallet also acts as a virtual online credit card that can be used for making online purchases. Moreover, we have increased corporate collaboration for payroll disbursement using Smart Wallet, increasing corporate participation by 60% in 2019 y-o-y.

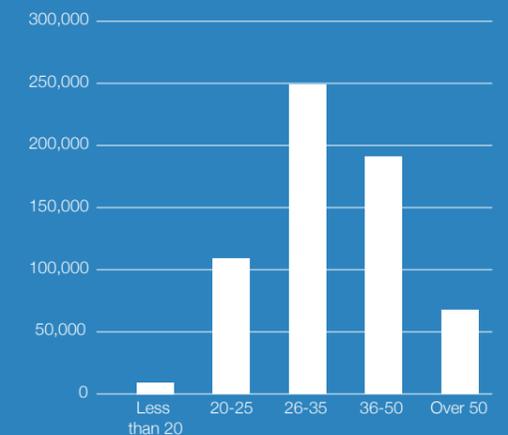
In 2019, the Smart Wallet’s customer base increased by 65% y-o-y to 625,167 wallets as of December 2019, with the highest activity rate in the Egyptian market to reach 18% over 90 days. The value of transactions proceeded via Smart Wallet reached EGP 1.4 billion as of December 2019, reaching 5% market share.

Support and Presence
Hosting the International Institution of Finance (IIF) Digital Financial Inclusion Summit

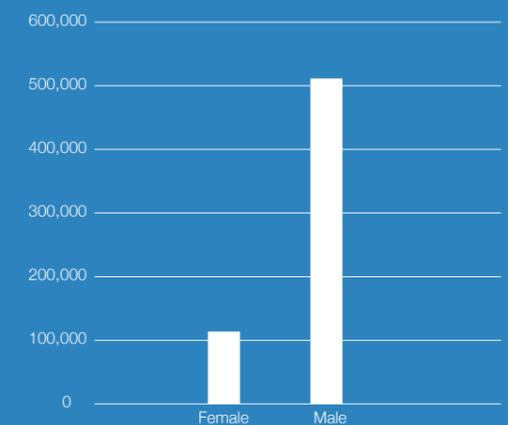
CIB hosted the IIF Digital Financial Summit twice this year as part of its interest in

Smart Wallet

Users by Age



Users by Gender



257,690

New customers in 2019

addressing key issues related to developments in the global banking sector in different fields. The aim of the event is to exchange experiences on key topics currently revolving around ways of spreading financial inclusion, establishing partnerships between financial services companies, startups, and public-private partnerships, and deploy machine learning applications regarding consumer behavior, credit, digital identity, and cross-border interoperability. The summit included many detailed panel discussions on a number of important topics, such as digital integration through new technologies, and ways to use modern electronic systems that have contributed effectively to target growth and financial inclusion.



Sponsoring the Aswan Forum for Sustainable Peace and Development

In 2019, CIB supported and participated in the Aswan Forum for Sustainable Peace and Development. Acting in its capacity as the Chairperson of the African Union 2019, Egypt took the initiative to launch the Aswan Forum for Sustainable Peace and Development in 2019. One of the topics discussed is “Harnessing Digital Financing and Financial Inclusion for Sustainable Development and Peace”. It also shed light on the inclusivity in access to savings accounts, loans, insurance, and other financial services, helped reduce poverty and inequality, achieved gender equality and women’s economic empowerment, and facilitated access to health and other basic services. In addition to how financial inclusion promotes economic growth and jobs, it highlighted the support of entrepreneurship and innovation, especially of the youth.



Motivation and Empowerment Empowering Women

CIB has been at the forefront of women’s empowerment through its efforts to promote financial inclusion and economic independence. Our goal is to enable women to become economically independent by providing them with dedicated solutions. Having low financial inclusion rates among women hinders CIB’s ability to capitalize on opportunities pertaining to women in rural areas, and low-income communities are historically the most non-included, unbanked segment in our society.

CIB is one of the leading Egyptian banks to use gender segmentation during research and product design. Articulating a clear business case for this market was the stepping-stone to provide individualized banking experience for women and contributing to a real start for gender equality.

Heya Credit Card

Heya Credit Card is a ladies-only card that gives them the opportunity to enjoy an exciting shopping experience and exclusive offers and discounts up to 40% across a wide range of selected merchants. As a Heya credit card holder, customers are automatically enrolled in Heya life insurance.

Women in Business

In an effort to empower women and their abilities to have their own business, CIB launched “Women in Business” to support women-owned businesses. [\(Read more on: Supporting SMEs\)](#)

Micro-finance

On the microfinance front, CIB launched a direct microfinance model through which a service company reached end users directly on a service-agreement basis. Since the introduction of the new law on microfinance, which allows companies to enter the industry to lend to micro-entrepreneurs, we have focused on the indirect microfinance model. Non-Bank Financial Institutions O/S Loans extended to microfinance institutions grew this year. As of December 2019, Development Finance, together with Non-Bank Financial Institutions, have financed 150,376 active micro-entrepreneurs, of which 55% are females. The microfinance outstanding portfolio has financed 77% micro-projects in rural areas. 61% of the current portfolio has supported microfinance commercial projects.

Celebrating Women

In celebration of Women’s Empowerment Month, all women visiting CIB branches during the month of March enjoyed zero admin fees on applications for unsecured personal.

Empowering Youth

At CIB, we believe that youth are the main driver of growth. They are the generation that will continue to carry out the responsibilities of promoting sustainable development and leading the



way to a sustainable future. Empowering youth is a role that the banking sector must advocate for as a core element of corporate responsibility. In 2019, CIB offered youth a number of tailored products that are suitable, affordable, and accessible, and provided them with an opportunity to be part of the financial system.

Prime Me Bundle

In 2019, CIB launched Prime Me Bundle targeting the youth segment between the ages of 21 and 30, offering them a range of benefits through the Bank's BONUS points reward scheme. Customers can benefit from this bundle by opening an Easy current account. It is centered on the Bank's BONUS points scheme, allowing customers to gain more points through their banking activities. Not only do customers receive monthly BONUS points, but they can also receive additional BONUS points on their debit and credit card transactions, referrals, loans, as well as by making at least ten transactions using their debit card each month. This initiative encourages more usage of debit cards to further boost the digital platforms. In addition to the BONUS points, the bundle offers customers a number of exclusive discounts at select merchants. [\(Read more on: Financial Inclusion and Financial Literacy: Products and Services to All\)](#)

The Youth Offer

In celebration of CBE Youth Day initiative, CIB offered the "Youth Offer", which included the financial inclusion account with which they can enjoy an effortless banking experience with no account opening fees, the International Student Identification Card (ISIC), Meeza prepaid cards, Smart Wallet application, and benefit from 0% admin fees on personal loans.

CIB also conducted on-the-ground activations featuring the Smart Wallet to engage and interact with potential youth customers and encourage them to go digital and conduct their banking transactions online, saving time and effort.

International Student Identification Card (ISIC)

Launched in 2005, ISIC is a card targeting students starting from age 12 till the end of their academic years. Endorsed by UNESCO in Egypt, it offers both virtual and plastic cards that allow students around the world to instantly prove their official student status in over 130 countries, acting as an

official ID. ISIC offers students many benefits, and most importantly, introduces them to the banking system at an early age and teaches good money management. It also provides parents with the ability to monitor the cardholder's expenditure.

With a current active portfolio of 1,429 cards, ISIC has an exclusive partnership with CIB used for retail purchase, e-commerce, and cash withdrawals, where students can access over 42,000 targeted benefits student discounts and can be used worldwide. Cardholders can enjoy up to 50% discounts at more than 125,000 locations in 130 countries. This card is valid for one year only and can be loaded from all CIB ATMs or branches.

Support and Presence



Sponsoring World Youth Forum (3rd Edition)

World Youth Forum is a platform that sends a message of peace, prosperity, harmony, and progress to the entire world. It engages youth from around the globe in an enriching set-up, allowing them to exchange views and recommend initiatives to decision makers and influential figures. The forum is a chance for youth to engage with top policymakers. This year the topics discussed were food security, environment and climate, the blockchain, artificial intelligence, the Union for the Mediterranean, women's empowerment, art, and cinema.

The World Youth Forum is attended by a wide range of participants, including heads of states and government, international youth leaders, inspiring youth in various fields, prominent international figures, and youth groups from around the world.



Sponsoring Arab and African Youth Platform (3rd Edition)

The Arab and African Youth Platform was founded for youth in both regions to share and exchange experiences. Participants had the chance to discuss various topics that are of concern to both Arab and African youth, with the aim of fostering Arab and African cooperation. The topics discussed were financial technology and innovation and social entrepreneurship. The Arab and African Youth Platform held various sessions, workshops, and roundtables, which bridged the gap between our young promising leaders and top policy and decision makers.



Support and Partnership Supporting Small and Medium Enterprises

A Relationship-Based Approach

For over ten years, CIB has been a strong advocate and supporter of SMEs through a comprehensive range of financial solutions that cover all sectors and industries. CIB Business Banking has served over 54,000 SMEs in the Egyptian market since 2011, through a network of over 100 experienced Relationship Managers across the country.

CIB maintained its dominant position in Egypt's payment acceptance sector in 2019, attaining a market-leading share of 26% for POS transactions and a 19% market share for e-commerce transactions. In addition, following the country's push for financial inclusion, CIB managed to activate all POS and e-commerce platforms to accept the government-backed Meeza card and launched QR acceptance to reach untapped segments — a key enabler of payment business growth, especially with very small merchants.

Our Value Proposition

SMEs Banking Partner for success: a bank that understands your business, your needs, and your daily challenges to help you to compete and grow.

Our Approach

Our objective is to become the banking partner for SMEs in Egypt by offering easy and convenient banking solutions that suit their needs. In doing

this, we employ a relationship-based approach that allows us to cater to the full SME spectrum with a comprehensive offering that suits different needs. We utilize digital and innovative solutions to scale the business and reach customers' expectations.

In line with our commitment to maintaining an inclusive business, we are constantly introducing and updating our product offerings to improve product fit for our clients' needs and for different segments, focusing specifically on the underserved by enabling them to become an active part of the formal banking sector. Business Banking offers its customers three accounts to choose from, which are Easy Business Account, Super Business Account, and Current Account.

Qualified Relationship Managers

CIB has over 100 highly-trained Relationship Managers (RMs) across Egypt developing successful partnerships, serving to guide and assist our clients through advisory services.

SME Academy: Through our SME Academy, we ensure the ongoing capacity building of qualified and dedicated officers. The academy is a technical training program designed for the Business Banking segment to select the best internal calibers to receive intensive, customized training on different domains to prepare them for their roles. In addition, around 100 Business Banking RMs were included in the examination to receive the certification from the Association of Accredited Small Business Consultants (AASBC) program. This certification

focuses on the core competencies of SME operations necessary for businesses and provides an international certification in SME consulting.

RMs Engagement and Recognition: In an effort to increase employee engagement and boost encouragement, the Business Banking segment launched internal events aiming to boost engagement and increase productivity by providing incentives.

Lending Facilities

Our lending business has been revamped through new credit programs, policies, and procedures, a customer acquisition model, and a risk management framework. In 2019, the business launched a comprehensive loan program tailored to SMEs with limits up to EGP 30 million for both new and existing customers. The year also saw several new initiatives that were tailored to SME clients, including credit facilities with tenors of up to five years, overdrafts, time loans (against contracts, purchase orders, checks, and export contracts), as well as letters of guarantee and letters of credit facilities.

Tailor-made Accounts

Easy Business Account: This new online account is the smartest and most economical way to bank. It promotes financial inclusion for SMEs and gives them an opportunity to join the formal banking sector. Employing digital technologies, through this account, SMEs can fulfill most of their banking needs without having to visit a branch, saving their time and money.

“SMEs can fulfill most of their banking needs without having to visit a branch, saving their time and money.”

Our Easy Business Account requires no opening fees and no minimum balance to ensure inclusivity. A CIB Business Online subscription and a Business Platinum debit card that allows customers to withdraw and deposit anytime from any ATM are key components of this account, providing customers with convenient access to their accounts.

Super Business Account: Our Super Business Account offers no account opening fees, a free 24 leaf checkbook, a free Visa Business Platinum debit card issuance, and daily interest for a certain balance. The Super Business Account and the Easy Business Account benefits are granted against a monthly subscription fee that is waived if the customer has an average balance exceeding a certain threshold.

Current Account: Finally, we provide our business clients with the Current Account through which they enjoy the services of a dedicated relationship manager who is available via phone or in person during the branches working hours.

Business Banking Call Center

Being a customer-centric institution, in 2019, we launched a dedicated call center for our business banking customers, to improve our service, and enhance service level offered to smaller companies, and maintain a long-term relationship with our clients. During the launch phase, Business Banking customers can inquire, initiate basic requests, and ask for digital channels support. This has positively contributed to the offloading of our branches, offer a new personalized communication channel with SMEs, and optimize the cost to serve.

The Professional Services Alliance Program

CIB garnered financial and non-financial services to propel SMEs' growth, and ensure the longevity of our relationship with our clients. Through this program, we provide SME customers with value added services at discounted prices to help them grow their business. CIB is partnering with a league of third-party providers in several supporting services to offer their products and services to our SME clients at discounted prices. Our partners represent a wide range of services, which include but are not limited to legal advisory services, market research companies, leadership and

training consultancies, recruitment consultancies, digital marketing agencies, audit firms, and shipping and delivery services.

Digital Solutions

CIB Business Online: In line with CIB's ongoing efforts to contribute to digital transformation, CIB Business Online is a new online channel serving our clients. This channel gives our clients access to a full suite of digital services that helps them manage and control their business. The system groups together CIB's Cash Online and Trade Online systems under a unified platform, with a completely new addition of supply chain financing, which enables our customers to manage and finance their payables and receivables with greater ease.

Apply Online: To provide a seamless banking experience for our clients and offloading branches and call centers, SMEs can request banking services and facilities through a simple, convenient, and immediate online form available on CIB's public website.

Payment Acceptance

Point of Sale (POS): We provide POS and mini POS terminals to serve SME business requirements. To enable fast and secure transactions, POS are supported with a contactless payment feature with only one tap. Moreover, mini POS support SMEs on-the-go business by providing the latest technology to eliminate the need to keep paper receipts and provide their customers with e-receipts instead.

E-Commerce Payment Gateway: Our E-Commerce service allows merchants to accept online payments quickly, securely, and easily by using any kind of payment cards. It supports any payment generated from any online enterprise store, whether it is through a website or a mobile application.

QR Payment Service: Now, with a designated QR code, SME customers can simply scan it through their mobile wallets and complete all of their transactions quickly and easily.

Women in Business Program A Tailor-made Bundle of Products and Services

Over 10% of CIB's total BB customers are women-owned businesses. In our journey to promote inclusivity of women ([Read more on: Empowering Women](#)). In 2019, CIB piloted a special product to empower women-owned businesses through

offering them a special lending program with preferential lending rates and more exclusive tailored features such as fast-tracked approvals.

Partnerships for Empowering and Development

CHF, the representative of Overseas Private Investment Cooperation (OPIC), in Egypt

CIB aims to increase financial awareness and capacity building for startups and small companies. Since 2017, CIB Business Banking segment has been contributing to various workshops in collaboration with CHF Management and Consulting Services Egypt.

Business Women of Egypt 21

In 2019, CIB announced the signing of a partnership protocol with BWE21, an independent non-profit organization enacting positive change for businesswomen and the Egyptian economy. The protocol is part of CIB's continued commitment to support women entrepreneurs running small- and medium-sized businesses to achieve sustainable development.

The protocol establishes CIB as BWE21's exclusive bank sponsor and will see the Bank help the organization set up voluntary workshops on financial awareness and attain financing for business development. Under the agreement, the Bank will also develop a suite of banking services especially targeted at businesswomen who are members of BWE21.

The partnership derives from CIB's commitment to intensify support to BWE21 by providing the required expertise to help women in business develop their business models in line with market dynamics in an effort to promote sustainable growth.

“She Can” Entrepreneurship Event

CIB sponsored the largest female entrepreneurship event in the MENA region, She Can 2020. The event highlighted CIB's efforts to support women in business, as well as provided workshops about how to best utilize banking products as women in business.

The event was an opportunity for women entrepreneurs, leaders, decision makers, and investors to be celebrated and supported, and is a chance for all types of players to support and invest in

rising women entrepreneurs. The event included inspiring and educational talks, workshops, panel discussions, and masterclasses, as well as exhibitions, competitions, mentorship and networking activities, awards, and funding opportunities. She Can is about large and small partners coming together to support the female entrepreneurship ecosystem in Egypt and the MENA region.

Accessibility and Enablement Accessible Branches and Services

People with disabilities represent one of the largely unbanked and financially excluded. Financial inclusion aims to allow people with disabilities to enjoy equal and fair access to quality financial products and services. CIB efforts to serve them have been a priority for our bank. Talking ATMs, accessible branches, the digital ATM locator feature, the Standard Operating Procedure for people with disabilities, in addition to trained staff were all CIB efforts to further ease and simplify access to our financial services, to include everyone. We ensure that all our branches are accessible to everyone, equipping them with the necessary accessibility features, such as ramps, accessible bathrooms and teller counters, and talking ATMs. In addition, and in line with CIB diversity and inclusion strategy, internally, the Bank also partners with relative local NGOs in order to attract talented and skilled people with special needs in our work environment.

Financial Literacy

We acknowledge that financial illiteracy is a major barrier to financial inclusion. CIB plays an active role in raising awareness through a comprehensive approach that tackles this issue from its roots. To reach out to all our customers, CIB approaches them through multiple innovative and simple channels and financial literacy tools, all of which are available on our website.

CIB Online Blog

Through CIB's blog and social media, and short videos such as the "How It Works" series, we are providing simple information that demystifies banking products and services. General topics include but are not limited to "What is a Bank", "Insurance Explained", "Your Credit Score and What it Means", "Your Guide to Personal Loans", and "Tips on How to Save."

On-ground Campaigns and Workshops

We believe that providing access to affordable financial services must be coupled with financial literacy efforts to enhance the use of these services. We enable our customers to make informed decisions regarding the use and management of the provided financial services.

To this end, CIB has launched several on-ground and online campaigns to raise awareness on the importance of access to banking services

Campaign	Description	Campaign Duration	Communication Channels
Meeza National Campaign	CIB has participated in the national campaign supported by the CBE initiative to transition to a cashless society	Financial Performance Sustainable Investment and Lending Environmental, Social, and Governance (ESG) Reputational Management	TV, billboards, radio, CIB ATMs, CIB website, SMS, CIB Facebook page, internal announcement, posters, flyers
Meeza Platform Launch	National payment scheme launch	November 2019	TV, billboards, radio, internal announcement, Instagram
Souq.com Campaign	Meeza and Souq online shopping cash back campaign with 15% cash back capped at EGP 15 per card	November 2019	CIB ATMs, CIB website, SMS, CIB Facebook page, internal announcement, Instagram
Carrefour Cashback Campaign	15% cash back with a max of EGP 150 per card during the campaign	January 2020	CIB ATMs, CIB website, SMS, CIB Facebook page, internal announcement, Instagram

and the advantages of our new products, such as the Meeza Prepaid Cards and Smart Wallet. Our 2019 campaigns also targeted youth at several universities to provide insight on some of the most suitable products, particularly digital products. CIB counters were also available to provide instant registration for the products.

Moreover, the Bank collaborates with international organizations and local NGOs in setting up workshops on financial awareness and attain financing for business development. [\(Read more on: Supporting SMEs\)](#)

Journey 3 Supply Chain Management

In line with our commitment to ensure operational efficiency, our supply chain plays a significant role in improving efficiency in costs and investments and providing support to the different business units in achieving their objectives. We ensure the adoption of responsible procurement practices on three levels: social,

economic, and environmental. CIB encourages its suppliers to promote sustainable practices and corporate responsibility in their operations. We strive to keep ourselves and our stakeholders ahead of changes, embrace current disruptors, and support the growth of our national economy throughout every commitment.





MANAGING ENVIRONMENTAL FOOTPRINT: A RESPONSIBLE BUSINESS

Journey 1
Green Finance

Journey 2
Green Environment

Journey 1

Green Finance

The CIB Green Credit Line

CIB aspires to maintain our leading position and pave the way for responsible banking. As part of its advocacy for sustainable finance, CIB launched a green finance product, the CIB Green Credit Line, in 2019 to support our corporate customers who wish to achieve economic growth through environmentally targeted projects and practices. The loan is provided by CIB's funds at a preferential interest rate focused on energy efficiency and renewable energy, as well as all projects that provide evidence of positive environmental impact. Moreover, the facility was provided for corporate clients in the tourism, and pharmaceutical industries since its launch in 2019. Additionally, as part of CIB's responsible lending commitment, we conduct our internal Social and Environmental Assessment.

Moreover, the interlinkages between sustainability pillars are exemplified in the CIB Green Credit Line, where it serves both the economic empowerment of our corporate clients while focusing on green projects as part of CIB's environmental-conscious efforts and footprint. ([Read more on: Empowering our Customers: Debt Capital Market](#))

Solar Loan

The CIB Solar Loan offers its retail customers special financing for purchasing and installing solar panels. It provides competitive return rates and a flexible repayment plan, in addition to technical assistance by highly reputable vendors. The loan is in line with the national initiative to promote affordable, green, and renewable energy solutions.

Technical Assistance and Advisory Services

CIB partners with solar panel vendors and companies that provide high-quality energy efficiency products to our retail clients with competitive prices. For our corporate customers, we provide technical assistance and expertise in partnership with the Ministry of Electricity and Renewable Energy (MoERE) and the United Nations Development Program

(UNDP), in addition to free-of-charge energy audits to identify their needs and potential energy improvements.

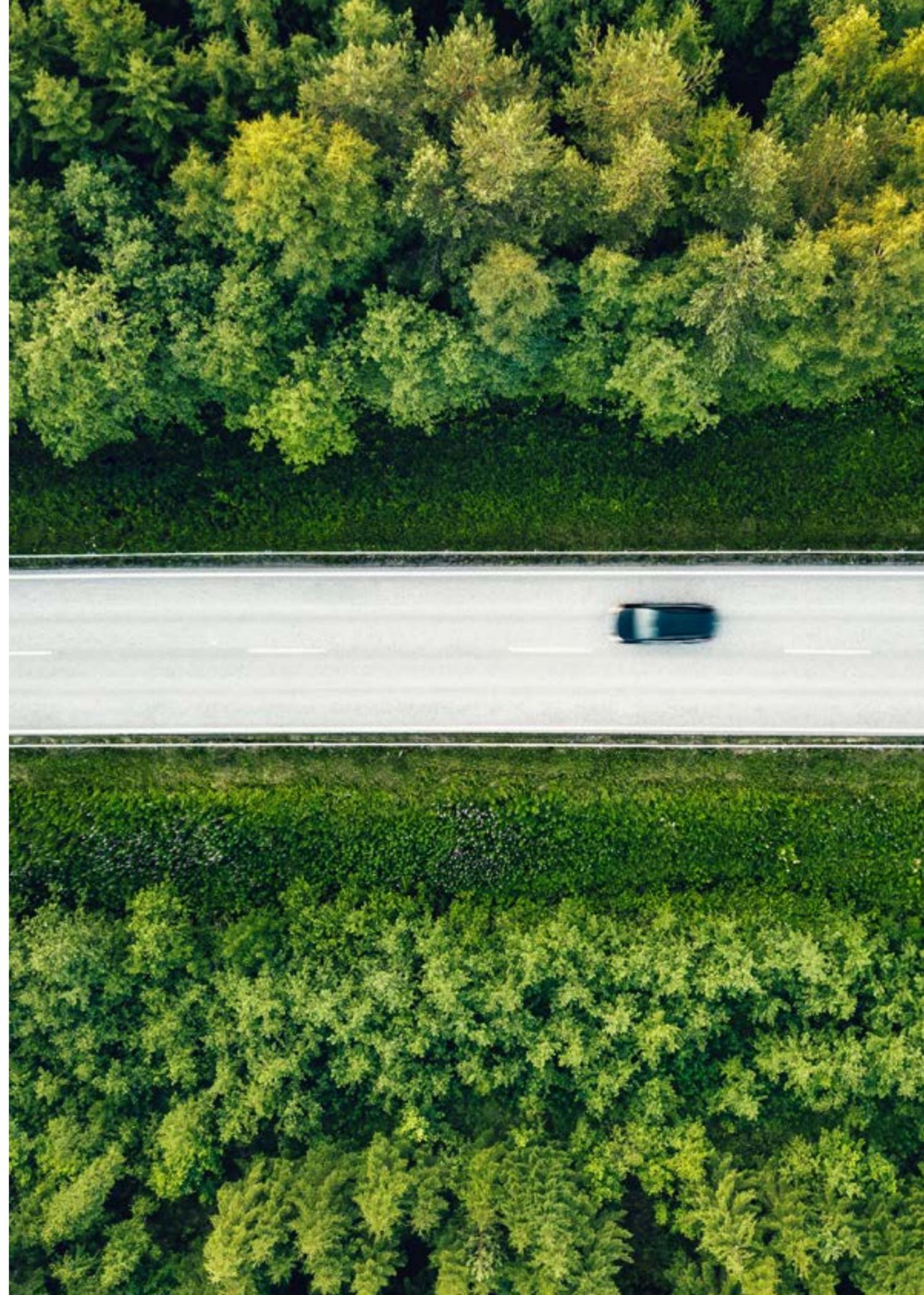
Development Finance

In line with our efforts to drive sustainable finance, we manage sustainable development funds and credit lines provided by government and international agencies that positively impact our community and environment. As of December 2019, Development Finance, together with Non-Bank Financial Institutions, has indirectly financed 150,376 active micro-entrepreneurs, out of which 55% are females by extending credit facilities to microfinance institutions. The microfinance outstanding portfolio has financed 77% micro-projects in rural areas, and 61% of the current portfolio has supported the Microfinance commercial projects.

Through our development finance, CIB acts as an agent bank for funds, grants, and credit lines by providing an array of services and tailored operation mechanisms, including structuring new grants and concessional loans, creating disbursement and repayment mechanisms, securing investment of uncommitted funds, promoting funds to potential target groups, technical pre-loan assessment, and post-loan monitoring. CIB also acts as a participating bank, financing clients on concessional terms that give it a competitive edge in the market and participates in guarantee mechanisms to provide SMEs with better access to credit lines.

During 2019, through agricultural developmental programs managed by CIB, total finance approved in the field of agribusiness projects reached EGP 830 million for around 43,000 beneficiaries through a full range of programs:

- Agricultural Sector Development Program (ASDP)
- Financial Investment Sector Cooperation – Rural (FISC)



- Support Agricultural Small and Medium Enterprises (SASME)
- Promotion of Rural Incomes through Market Enhancement (Prime)
- Veterinary Service Program (VSP)
- Buffalo Fattening Program (BFP)
- Sustainable Agricultural Investments and Livelihood Project

National Framework-setting

“Live Green” is a new national initiative aimed at spreading environmental awareness and sending a strong message that environment-related issues are of national priority for political leadership. This initiative reflects the state’s commitment to environmental issues and concerns.

Journey 2 Green Environment

CIB works to measure, reduce, and improve its environmental footprint. By regulating our emissions, ensuring the safe removal and management of our waste, and guaranteeing that our buildings comply with the highest possible standards for safety and environmental impact, we demonstrate our robust commitment to mitigating our negative impacts, conserving our environment, and encouraging our employees to do the same.

In line with our commitment to having a responsible footprint, CIB continues using its “4M” model of measurement, monitoring, management, and mitigation. As promised in our last sustainability report, in 2019, we concluded measurements of all our 182 branches in our first consolidated carbon footprint report, in comparison to our coverage of 52 branches across only two governorates in 2018.

CIB’s total carbon emissions associated with operations in Egypt totaled approximately 36,370 MtCO_{2e} in 2018. An extensive carbon footprint assessment has been conducted for all branches distributed all over the country. Stemming from our serious commitment to combating climate change and perfectly aligned with SDGs and

After studies on an environmental communications strategy were conducted, the strategy was launched at the beginning of Egypt’s parliament’s session in 2019 during the Energy and Environment committee’s meeting to discuss the challenges of raising awareness about environmental issues. The implementation of the initiative is expected to take three years until it brings true environmental awareness among all citizens.

As a partner of the Ministry of the Environment, CIB was invited to participate in the consultative meeting with private sector representatives on setting a general framework for the initiatives. Participants were able to express their views on the initiative, share their challenges, and add valuable input to the proposed framework.

Egypt Vision 2030, we have established seven carbon emission reduction targets for electricity, refrigerant leakage, water, paper usage, aerial transportation, ground transportation, and waste generation. This has culminated in a total target of 10% reduction as compared with our baseline emissions in 2018.

It is clear that this was a critical year for our carbon emission reduction journey. 2019 marked our foundation year towards achieving our targets, where we have actively managed our carbon footprint and achieved remarkable change in our operational behavior towards resource efficiency. We have been working on multiple grounds; from adopting the most efficient lighting systems, optimizing our HVAC system, installing occupational sensors, and reducing the consumption of water to increasing awareness about climate change and carbon emissions whilst highlighting the invaluable contribution that each of us can have in helping the planet. For the first time, we have adopted an energy management system, according to ISO 50001, aiming at maximizing the savings already achieved with

our innovative energy efficiency measures. Our efforts in material efficiency have paid off, and we saved close to 3 MtCO_{2e} from reducing paper use in 2019. Our 2019 carbon footprint report yet to be published will contain a detailed analysis of our carbon emissions and business performance during the year 2019.

Towards Carbon Neutrality

Acknowledging the urgency of global action on climate change, CIB developed its first Carbon Footprint Report on all CIB premises. This report was an endeavor to measure our carbon footprint. In 2018, CIB’s total emissions reached 36,373,090 MtCO_{2e}, and we have committed ourselves to reduce greenhouse gas emissions by 10% (1,800 MtCO_{2e}) by 2025.

	Total Scope 1 Emissions 305-1	Total Scope 2 Emissions 305-2	Total Scope 3 Emissions 305-3
2018	10,043 MtCO _{2e}	17,771 MtCO _{2e}	8,559 MtCO _{2e}

Energy Management System (EnMS)

CIB is adopting Energy Management Systems (EnMS) that provide data on the Bank’s energy consumption and allow us to manage it effectively and achieve operating cost savings. The system has been implemented in one building in 2019 during phase one and is considered a stepping stone for acquiring ISO certifications in EnMS.

Egyptian Ministry of Electricity and Renewable Energy, CIB’s commitment to a greener usage of resources continues through the alleys of the bank.

Moreover, in line with our commitment to raising awareness and employee engagement in sustainability practices, we plan on introducing the “Energy Champs” initiative in 2020. This initiative will not only motivate employees to develop innovative ideas for energy efficiency solutions inside the Bank, but also raise their awareness on the importance of rational energy consumption, where they can play a proactive role by implementing sustainability practices in their day-to-day lives.

Towards Energy and Water Efficiency

After our successful Green Initiative (We Care, We Save), today, green internal and operational practices have become business as usual. As the first bank in Egypt to partner with the UNDP-GEF Energy Efficiency Project and the

	Total Water Consumption 303-5	Total Waste Water 306-1
2018	551,892	441,513

Resource Efficiency Paper Reduction

Our “Paper Champs” initiative has turned into an ongoing program of monitoring paper consumption and encouraging the adoption of new, innovative ideas and technologies by employees across all branches. As part of the program, some of CIB’s paper waste is donated to paper recycling startups to further promote green entrepreneurs.

company Paper Kneading (معاجن), keeping the environment clean and clear of pollution. The ongoing growth of our digital solution and branches migration has also played a major part in facilitating the involvement of our customers in this green culture, with electronic statements and digital banking transactions increasingly becoming a default option for CIB customers.

Shredding and recycling outdated CIB bank documents are conducted through the specialized

E-waste Management

CIB responsibly manages its e-waste through disposal agreements with third-party contractors who are certified by the Ministry of Environment.

From Single-use, to Biodegradable, to Plastic-free?

In line with our efforts to manage our environmental footprint, CIB has continued its efforts towards plastic use reduction by replacing conventional plastic bags with biodegradable material in collaboration with the SwitchMed Program (funded by the European Union), UN Environment Program office, and other local entities. The initiative had a positive impact on the Bank's stakeholders as the biodegradable substance, at the time, was believed to be eco-friendly. However, experts are now calling for a ban on the substance and substituting it with fabric and/or recycled paper.

In 2020, CIB will focus on reducing its single-use plastic consumption and raising awareness of the harmful effects plastic has on the environment. The Bank will explore how it can create an actionable strategy to fully address the plastic sustainability issue. Building on CIB's green bottle initiative, in 2020, the Bank will include similar initiatives such as switching from biodegradable bags to reusable ones and explore alternative packaging and giveaways that do not use plastic.

Our Green Buildings

CIB is the first bank in Egypt to acquire the Egyptian Green Pyramid Certificate Gold Rating awarded by the Ministries of Housing, Utilities and Urban Communities, Electric and Renewable Energy, and Environment. With three branches certified to the Green Pyramid Rating System (GPRS) Certificate, we continue to lead the financial sector and motivate other banks to attain the GPRS Certificates.

In support of our Sustainable Design Code through our facility management, the Bank's energy efficiency practices are currently taking place under four pillars:

- Lighting (LED lights, lighting occupancy sensors, separate lighting control, and automatic timer)
- Domestic water (flow restrictors and flush control)

- Air conditioning (automatic timers and split unit AC system)
- Indoor air quality (fresh air and air curtain)

CIB is the first organization in Egypt and the first bank in the Middle East to receive ISO 41001 certification. The certification covers all of the Bank's premises and its related operations, acknowledging CIB's full adoption of the Facilities Management System developed by the International Organization for Standardization.

CIB 2019 Initiatives

Cooling Capacity Enhancement

An AC Enhancement Initiative of the complete renovation of the HVAC system took place in two of our highest traffic branches using the VRV system, which in addition to its enhanced cooling capacity, involves operational and energy efficiency.

CIB installed five photovoltaic (PV) power stations that generate 325,000 KW yearly, with an expected annual savings of EGP 536,250 off the electricity consumption. In 2019, four stations were added, which generate 208,175 KW and is expected to save EGP 343,485 per year.

Rooftops Insulation Initiative

In addition to protecting our premises from floods, rooftops have a direct sustainability impact by increasing AC efficiency with thermal insulation enhancements, hence consuming less energy.

Reuse of Dismantled Items

In support of CIB's sustainability efforts to extend the life cycle of items that may have otherwise been treated as scrap, the facility management team used all items dismantled from the renovated branches and supplied them as maintenance spare parts across the Bank's premises. We managed to reach an EGP 3.2 million cost avoidance in 2019 by using dismantled items as spare parts.

Improving Air Quality

In 2019, a cleaning and sterilization scope for HVAC ducts was performed in six head offices and five of our largest branches. The measurements were completed in accordance with



Egypt's Environmental Protection law and the Labor law requirements using specialized and calibrated devices. The measurements before and after showed that all of the thoracic particulate emissions were lower than the maximum permissible limits.

Green Walls

Additional efforts towards air purification took place in 2019, with a total of 122 green walls added to our branches. Today, we can report that all of CIB's branches have a green wall, which helps to convert CO2 into oxygen. For each square meter of green wall, 2.3 kg of CO2 is extracted, producing 1.7 kg of oxygen.

Campaigns and Internal Initiatives

The sustainability team continues its full-fledged internal sustainability awareness campaigns, spreading knowledge on different sustainability issues, and educating employees on environmentally friendly practices. CIB's "We Care, We Saved" initiative involved a series of educational videos, developed to showcase CIB's internal sustainability efforts, with a focus on waste management, energy efficiency, and paper reduction. An internal awareness competition called "It Is Your Turn" also launched in 2019. Its objective was to generate enthusiasm and spread knowledge about environmentally friendly practices to all CIB employees across the organization and encourage employees to play a proactive role at work, home, and in the community. Electric bikes and solar-powered watches were awarded to the most proactive participants.

S&E Impact Assessments of our Products and Services

CIB Product Life Cycle Initiative Analysis of Debit and Credit Card Payment System

Because we like to lead by example, and in line with our long-standing commitment to environmental responsibility, the Bank took a step further in measuring and reducing our operations' direct and indirect impacts. CIB is mindful of its responsibility towards climate change mitigation, so we conducted a Life Cycle Analysis (LCA) for the Bank's credit and debit card payment system for 2019. We pride ourselves in being the first bank in Egypt and the MENA region to undertake such a responsible and rewarding initiative.

What is Life Cycle Analysis (LCA)?

LCA is a systematic method of quantifying the different environmental impacts of a product or a service life cycle from its extraction from nature up until its disposal through reuse, recycling, or land-filling. Assessing the environmental impact of a system depends on various factors, such as the type of raw materials and their extraction, transportation, management and treatment, manufacturing and production, consumption, and disposal. All these processes along the life cycle have varying environmental impacts of different magnitudes.

CIB's LCA is conducted on our card payment system, which includes four main components: credit and debit cards, ATMs, point of sale (POS) terminals, and data centers. The entire life cycle from the point of raw material extraction, through transportation, use, manufacturing, and eventually disposal have been assessed. The calculations were based on the number of cards as well as the number of transactions via ATMs, online, and POS. Such a comprehensive environmental impact assessment of both our direct and indirect activities will allow us to set an environmental management framework for a range of short- and long-term high-impact procedures.

Our Approach

The LCA is performed according to ISO 14040, using powerful modeling and simulation software that allows for detailed and reliable insights for calculation and analysis results, which helps in identifying main drivers throughout the life cycle. This was complemented with the ecoinvent database, the world's leading lifecycle inventory database, to obtain all secondary input data used to complete the LCA modeling. A rigorous examination started with primary input data collection and validation for all components and subsystems, such as the composition of cards, electricity consumption of ATMs, fuel combustion per km for transportation, etc.

Outcome

The analysis showed that the most significant impacts of the system have been identified as fossil depletion, climate change, impact on human health, human toxicity, and metal depletion. However, each material, process, and subsystem has had a different impact on the environment. The results

were expressed as an aggregated index point score to reflect its total impact. Therefore, the outcome has been presented as the impact per transaction, in addition to the total impact of the system.

Based on the results of the LCA and the impact of each subsystem, different scenarios for lowering the impact of debit and credit card payments and achieving optimum ecological efficiency have been studied and analyzed from an environmental perspective, including but not limited to:

- Going cardless
- Increasing the lifetime of debit and credit cards
- Using renewable energy to power ATMs

Greening SMEs Social and Environmental Impact Assessment Program

The global transition into a low-carbon economy is inevitable for the future of our planet. It

is vital for creating a prosperous society and building a resilient economy. It is no longer up to governments and large economic players alone as small businesses also have a significant role to play toward this transition due to their social and economic dynamic power, especially in emerging economies.

At CIB, we recognize the crucial role of small and medium enterprises in green transformation and acknowledge them as key drivers for Egypt's economic and sustainable growth. In light of this, we launched our Greening SMEs Program initiative, which aims at assisting our SMEs in the adoption of sustainable practices and seizing green business opportunities towards achieving Egypt Vision 2030 and the SDGs. In order to ensure a holistic approach, provide a solid foundation, and identify key gaps and impacts, our first step was to conduct an Environmental and Social Impact Assessment of our borrowing SMEs.



Why Greening SMEs?

Our theory of change states that SMEs can create a network of business influencers, where each company creates a positive ripple effect among the SMEs sector by raising the bar of sustainability performance and sharing their experiences and therefore drives a systemic change within the business community. This can also trigger positive changes within social and institutional structures, not limited to SMEs but also bringing about society-wide benefits and change. We strive to drive this transition through facilitating adherence to globally recognized standards that regulate green performance and social empowerment practices, including gender equality and inclusion.

By greening SMEs, we do not mean simply incorporating a list of sustainable practices or introducing basic environmental management systems. Rather, we mean a full-fledged and systematic change in how the company operates internally and within its broader network of partners. This means creating fully sustainable business models. For this program, we have applied a novel typology to explore the different manners in which SMEs integrate sustainability, using different degrees of sustainability integration and innovation.

“CIB helps SMEs create fully sustainable business models because we recognize the crucial role that they will play in bringing about green transformation and acknowledge them as key drivers for Egypt’s economic and sustainable growth.”

Approach

The program is ambitious yet realistic, built to help CIB SMEs become green and sustainable in stages.

Baseline Assessment

Assess the environmental and social impacts of borrowing SMEs. The purpose of the environmental and social impact assessment exercise is to identify and assess potential adverse social and environmental impacts and to develop suitable mitigation measures. Equally important, the purpose is to identify new market opportunities SMEs can access by becoming greener.

SDG Roadmaps

Support the establishment of high-level roadmaps on the SDGs for SMEs with a focus on CIB’s key objectives and goals.

Action Plan

Develop strategies to improve the environmental and social impacts of SMEs.

Environmental and Social Toolkit

Design and implement effective instruments to promote environmental compliance and sustainable business models and practices among CIB-funded SMEs through an integrated sustainability perspective.

Transformative Change

Promote greening of CIB-funded SMEs beyond incremental change, and include modifications in operations, procurement practices, and corporate culture and behavior.



LEADING SOCIAL EMPOWERMENT

Journey 1

**Our Customer Experience:
Customer Relations at the Core**

Journey 2

**Our Employer Brand:
Employee Wellbeing**

Journey 3

**The CIB Foundation:
Community Care**

Journey 4

**CIB Social Activities: Towards
Social Prosperity**

Journey 1

Our Customer Experience: Customer Relations at the Core

With the technological advancements and new engagement channels transforming the way banking customers interact with their financial institutions on a global level, customer experience and satisfaction is determined by the quality, timeliness, and personalization of customer relations rather than the differentiation of products and services.

Because we prioritize customer experience and consider it as a pillar in our corporate strategy, we leverage behavioral analytics and technology to provide customers with the best banking experience. Our renowned expertise and profound insight into global practices constituted our belief that customer experience is a competitive differentiator. In accordance, we have defined the quality of our service as a strategic priority. To this end, collaborative efforts from several bank divisions have been exerted covering several aspects of the consumer experience journey, including:

- Capacity building and development of front-line capabilities
- Strong and knowledgeable customer relation teams
- Constant improvement of dedicated contact centers
- Digital innovations in products and services
- Operational efficiency practices
- Cyber security and business continuity

Capacity Building

Building on the success of the iCare campaign that was launched and implemented in 2016-17, more than 3,000 staff members from different areas and management levels attended various versions of the program to spread knowledge and proliferate a culture of customer-centricity. Moreover, iOwn, a service dedicated to managing customer complaints was created and developed in 2018 to create full ownership for first-time resolutions while equipping our staff

with tools to handle customer complaints using best practices. The program was customized with different versions to serve various types of frontliners. The customer experience journey continued in 2019, where 450 employees from frontline positions and supporting functions have attended the program. [\(Read more on: Our Employer Brand\)](#)

Customer Relation Management Teams

Global Customer Relation (GCR): The GCR model is a sound business strategy that aims to identify the Bank's most profitable customers and devotes time and attention to expanding account relationships with those customers. This is provided through individualized marketing and customized all-rounded model that provides various banking services through the business divisions and subsidiaries that the Bank operates.

Strategic Relations Group (SRG): CIB takes pride in the fact that it is the sole bank operating in Egypt with such a unique focus group, dedicated to servicing its prime institutional entities. SRG is an institutional banking group dedicated to initiating, nurturing, and growing banking relationships with strategic institutional depositors who are essential contributors to CIB's stable funding base. SRG's strategic clientele comprises of more than 180 diplomatic missions, NGOs, educational entities, and distinguished international and local donor agencies.

Enterprises and Governmental Relations (EGR): The EGR group has gone from strength to strength since its establishment in 2016, positioning it above others in the market. By 2019, EGR evolved to manage relationships with large private sector companies, conduct fundraising, and attract customers previously segmented under state-owned enterprises, government entities, and sovereign authorities.

Contact Centers

2019 witnessed the launch of the Corporate Portal/Digital Support Contact Center and an

SME-dedicated call center, each with a dedicated team to handle general inquiries, activation, and complaints, and to enhance the service level offered to its respective segment of clients.

Customer Satisfaction and NPS

This year, the Operations, Channels, and Customer Experience division completed the annual Customer Satisfaction and Net Promoter Score (NPS) survey, which measures customer satisfaction across segments and service channels, including digital ones. In 2019, the survey showed that individual customer segments have sustained satisfactory service quality, beating NPS levels against regional benchmarks. The survey also highlighted service enhancement opportunities in both the corporate and business banking lines of business.

Enhancing Core Operations

We have also invested in improving our core businesses to enhance the customer experience. Our operations and IT division have worked diligently to launch the Business Process Re-engineering (BPR) initiative. BPR is aimed to increase efficiency and productivity rates, reduce turnaround time (TAT), and improve customer experience. Under this initiative, CIB launched the first phase of the Inward Document for Collection (IDC) issuance re-engineered process, which brings TAT to 100 minutes, beating market benchmarks. Straight Through Processing (STP) is another important milestone for the Bank, which has increased processing efficiency, leading to better customer experience. With certain products and processes now executed end-to-end without any manual or human intervention, STP complements the Bank's digital agenda.

Cyber Security and Data Protection

As more data is collected on each customer, there is an increased need for banks to maintain the trust and security of its customers. At CIB, much effort was exerted to improve cyber security standing, with a clear strategy and comprehensive plan to improve security capabilities and continuously provide a safe banking environment for customers.

CIB maintains a defense in depth strategy through deploying multiple layers of security controls on different levels, being the network, infrastructure, or data level. Different technologies are being used, such as encryption and masking. This is also coupled with strong information security and governance framework that sets the foundation for data protection and classification as well as data leakage protection controls and policies. The Bank maintains also regulated and controlled access to CIB's critical data with a focus on staff's awareness of their responsibilities towards customers' data and the acceptable use of it.

With data privacy and security as a strategic key priority, CIB adopted a data-centric security strategy that has its efforts to take the necessary security and protection measures to safeguard customers' information against unauthorized access or leakage. In 2019, the Bank renewed its Business Continuity Management ISO 22301:2012 certification for the second year, taking a proactive approach to minimize impacts of incidents, improve recovery time, and enhance its resilience capabilities to better serve customers.

In 2019, there were no complaints reported in terms of breaching customer information confidentiality.

Journey 2

Our Employer Brand: Employee Wellbeing

At CIB, we are keen on managing and motivating our multi-generational workforce (our most valuable asset), responding to the need for remote working, meeting the demands of an always-on work culture, and attracting and retaining talents in a competitive job market. CIB employees have mastered the art of customer relations, adapted to technological challenges and opportunities, and continued to add value to each of our social and environmental commitments.

CIB was recognized as one of the “World’s Best Employer” by Forbes in 2019

	Value Creation	Policies and Practices	
Employees Engagement	Expertise	Training and Certification, Career Prospect, and Leadership Development	Partnerships Agreements
	Agility	E-learning, Parental Leave, and Flexible Hours	
	Stability	Remuneration, Compensation, Medical Care, and Benefits	
	Responsibility	Women’s Empowerment and Recognition	
	Our Employees’ Commitment Ethics and values are at the heart of our Employee Mission		

A Diverse, Inclusive, and Enabling Environment

Our human capital has always been the backbone that ensures CIB’s sustainable performance. As a people-focused organization, CIB prides itself on a talented pool of dedicated employees. We believe that it is a strategic necessity to develop, nurture, and encourage high-performing individuals who can foster a culture of a “committed business” through a diverse, enabling, and inclusive workplace that cares for all.

Our recruitment approach is to attract talented individuals from diverse careers to join the CIB family and be a part of the core tool driving the Bank to achieve its goals. We provide equal opportunities for decent work and career development for all of our employees.

In line with CIB’s strategic priority for diversity and inclusion, we are particularly proud that our work culture is inclusive of people with disabilities. The Bank continues to partner with relative local NGOs in order to attract talented and skilled people with special needs in our work environment.

Moreover, in line with the Bank’s efforts of mobile recruitment and attracting candidates with specialized knowledge and expertise, in 2019, we were present in eight areas across Egypt to facilitate the recruitment process for candidates at hubs outside Cairo. To further widen the pool of qualified Egyptian youth candidates, in 2018, we introduced the Tawarny

30%

female workforce

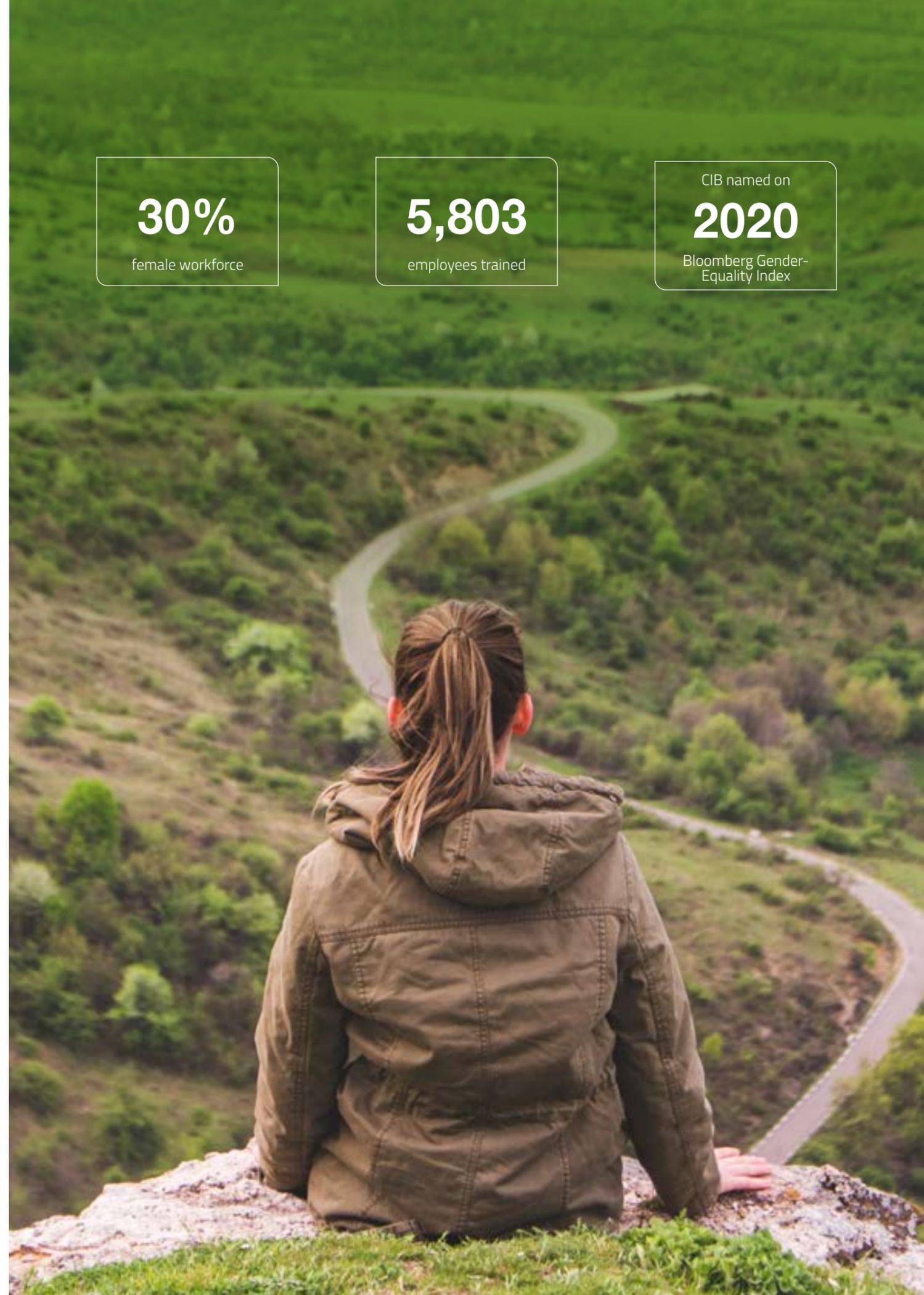
5,803

employees trained

CIB named on

2020

Bloomberg Gender-Equality Index



campaign to support university students in their quest to build their resumes, expand their internship networks, communicate with market experts, and better prepare themselves for the labor market. Early in 2020, we introduced “Helemek Yehemena” Initiative with the purpose of increasing female employee representation across branches. [\(Read more on: Women’s Empowerment and Recognition\)](#)

- Our human capital of 6,900 employees has a diverse ratio of gender and age.
- Female employees make up 30% of our workforce, one of the highest in the banking sector in Egypt.
- Bringing young talent has always been a key commitment to the bank. 83% of our new hires are under the age of 30, which brings the ratio to 32% of our workforce in this age category.
- We contribute to our employees’ retirement plans through the Social Insurance Law, which entitles the employees of the Bank’s support of their pension. The pension plan’s liabilities are met by CIB’s general resources.
- The basic salary and remuneration of women to men are on equal ratio across all employment categories.
- We are proud that CIB has always maintained zero incidents of discrimination before and during the reporting period.
- We comply with an eight-week termination notice as stipulated by Egyptian labor law, for employees who spent in service more than one year, and up to 10 years at CIB, and a three-month notice for employees who spent in service more than 10 years at CIB. Employees who have submitted their resignation might leave the Bank immediately and the remaining period until the effective date will be considered as garden leave.

Automation for an Enhanced Performance
Sustainable performance is also achieved by increasing the efficiency of our internal operation through business automation. 2019 witnessed the adoption of several

automated projects that enhanced the performance of our HR department, which had a positive impact on our human capital. CIB adopted an automated Performance Management System (PMS) that will significantly enhance the performance management process by increasing the accuracy of monitoring, performance evaluations, and cascading objectives to ensure alignment across the Bank.

In addition to this, we have finalized the implementation of Taleo Recruitment System, which will enhance the overall candidate experience by increasing our digital presence effectively through integrations with social media websites. In addition, the system provides support for growing mobile usage by candidates, allowing them to apply for jobs through a dedicated mobile application process. It will also increase productivity due to its advanced automated prescreening features that are accessible from any location and enhance communication between the team and hiring managers, as it can track the progress of requisitions and candidates.

Value Creation
► Expertise (G404-1)

The Learning and Development (L&D) department is always keen on offering needs-based learning tracks and programs that are tailored to a specific employee, group, or department defined through an annual Training Needs Analysis (TNA). In line with our vision to host the best talents, CIB provides education and training to all employees at all levels and positions. Education and trainings are carried out through in-class learning with our qualified trainers, in partnership with external parties, and e-learning. We offer equal opportunities for each employee to attend training according to their needs and the organization’s needs.

The annual number of trained staff has increased in 2019 to 84% compared to 79% in 2018 at all employee levels, with an average of 21 training hours per employee annually. Our robust TNA reveals the annual training plan across each employee category and according to the type of training that reflects the business needs.

Employee category (Graph)	Total training hours
Executive management	315
Senior management	1,563
Management	4,066
Middle management	28,324
First line management	40,838
Professionals	268,078
Secretaries	2,399
Sub-clerks	1,516
Total	347,099

Training course type or name (G404-2)	Number of trainees		Total training hours
	Male	Female	
In House - Business Skills	2,567	1,121	43,042
In House - Sales and Service	1,722	493	29,567
In House - Technical Skills	6,651	2,721	254,954
Leadership and Management	848	392	17,485
Team Buildings	207	44	2051
Total hours	11,995	4,771	347,099

	2018	2019
Total number of trainees	5,357	5,803
Percentage against headcount	79%	84%

Program	Total number of trainees
Leadership and Management Skills Programs: develop participants’ personal leadership skills and styles needed to become trendsetters, as well as inspire their teams, motivate their departments, and transform their subordinates to drive success and business results.	512
Sales and Service Skills Program: aim to improve participants’ customer service skills and competencies, as well as their selling skills.	914

Program	Total number of trainees
Technical Skills Program: enhance participants' technical knowledge or skills regarding a specific subject area. It might consist of tailored learning tracks and programs that are developed based on the unique training needs of a specific target group, segment, or department.	3,869
Business Skills Program: target developing participants' soft skills, social skills, and management skills that are needed for success on both their personal and professional levels.	1,626
Total number of trainees	6,921

Specialized Training and Certification

CIB provides tailored learning tracks and programs that are developed based on the unique training needs of specific target groups, segments, or departments. Each program has an integrated curriculum that consists of dynamic modules targeting technical skills and knowledge, soft skills, and business skills, such as, IT Matrix, School of Finance, Direct and Telesales Development Track, etc.

Additionally, the Bank ensures that our recruitment team is continuously up-to-date and well versed in their domain. We offer them opportunities for development in their own career path while ensuring the value they bring to our business. In 2019, CIB partnered with renowned training providers to certify our HR recruitment team and those involved in organizational restructuring:

- Certificate of Competency Based Interview (CBI) by JOBMASTER
- Organizational Development (OD) Certificate by Human Capital

Moreover, CIB provided two major training opportunities to its employees through two certifications, which are essential for the team responsible for employee's assessments:

- SHL Assessment Certificate from SHL
- Competency Framework from AB & Associates

Other well-established certification tracks with the Consumer Banking Segments are International Introduction to Securities and Investment (IISI) Certification from CISI for Wealth Managers, Fundamentals of Financial Services (FFS) Certification from CISI for Plus Bankers, International Certificate in Wealth and Investment Management (ICWIM) for Private Client Advisors, and the SEMP Approach in Accredited SMR Consultant Certification for Business Banking.

On a parallel note, various departments within CIB have received certifications, including Certified Documentary Credit Specialist (CDCS) and Certificate for Specialists in Demand Guarantees (CSDG) with Trade Finance, ACI Dealing Certificate with Treasury, and Basic Lawyer Certificate with the Legal Department.

2019 Highlights:

- 25 Plus Bankers and Wealth Managers were given international certification through the new Wealth, Plus, and Private Academy.
- 2019 saw the first graduates of the Financial Control School, an in-house training facility delivered by top professionals providing applicants with both theoretical and practical training.



- 60 Business Banking Relationship Managers were registered for the Simplified Examination to Maximize Profit (SEMP) offered by the Association of Accredited Small Business Consultants (AASBC). In 2019, the L&D department had set training KPI's relevant to the Bank's strategic directions and its relevance to training and development requirements.

2019 New Trainings	Significance
CRM Training	The CRM training is set as part of the sigma transformation aimed to include the CRM module to the Bank's frontliners with its different dimension, aiming to maximize the customer experience. The CRM training started in 2018, aiming to train all frontlines on the account opening module and planning to continue through 2019, to cover the loan origination and TD & CD's modules.
Consumer and Business Banking Financial Services Management Program	This program was designed to develop and acquire new calibers for consumer banking, which would be the potential agent for the product and segment department. The program enclosed a group of training courses in different domains with the aim of equipping the targeted audience with the level of knowledge needed for the new scope. The program was divided into four main sections, each tackling a certain domain aiming to stretch the candidates' competencies and skills: <ul style="list-style-type: none"> General Technical Training Consumer Concentrated Training General Bank Related Training Self-awareness and Development Training
SME Academy for Business Banking	This program was designed for business banking, aiming to select the best candidates who will receive intensive customized training on different domains to equip them for their positions in business banking. The program was divided into five main domains, each tackling a different aspect: <ul style="list-style-type: none"> Accounting and Finance SME Banking at CIB Product and Legal Knowledge Management, Leadership, and Interpersonal Skills On-the-job Training and Graduation Desk at the end of the program
Wealth, Plus, and Private Academy	25 Plus Bankers and Wealth Managers were granted international certification from the Chartered Institute of Securities and Investment. Further customized technical programs were designed for the Private Segment team to expose them to market trends and financial planning.

Career Prospect

We continuously provide performance assessments and appraisals to employees which contributes directly to improving their career prospects. **(G404-3)**

In addition, CIB's Sponsorship for postgraduate study is a route towards improved career prospects where CIB is able to contribute to its employees' future growth by offering customized benefits to high performing employees to pursue postgraduate studies. The sponsorship of postgraduate degrees is a recognition of how CIB values the knowledge and benefits of international best practices, and latest findings in dedicated and specialized areas of expertise. Moreover, the Bank ensures that this acquired knowledge disseminates to the rest of the organization to multiply the impact. **(G404-2)**

According to CIB's L&D policy, two main criteria are recruitment for the eligibility of the selected employee:

- The quality of the applicant in terms of their historical performance, penalty records, and relevance to the pursued study to their job nature and requirements
- The quality of the pursued study, by being one of the top forty ranked universities in the United States or Europe as per the Financial Times ranking for the same years on self-sponsored mechanism

In this context, more than 13 staff have been sponsored to follow their postgraduate degrees. Studies vary between certificates, master's degrees, and diplomas from local to overseas institutions, excluding certifications for specialized tracks.

We also offer employees different paths for development through multiple opportunities, offering special preferential rates for postgraduate studies with ESLSCA Business School and the University of Chicago Booth School of Business. In addition, CIB is the "Employer of Choice" in the Association of Chartered Certified Accountants (ACCA), giving CIB employees access to various finance online programs and preferential rates for finance courses.

Leadership Development

The L&D department provides specialized programs to enhance the leadership competencies needed across all management roles at CIB. A total of 512 of our employees were part of the "Leadership and Management Skills Program," aiming to develop participants' personal leadership and management skills to enable CIB business heads to become trendsetters, as well as inspire their teams, motivate their departments, and drive success and business results. In 2019, a selected number of employees from different areas and management levels were exposed to overseas programs to enhance their technical and leadership capabilities through various international vendors and schools. Programs included Corporate Finance and Credit Program, Executive Management Credit Program, and Negotiation Dynamics.

2019 Highlights

- 1,239 employees ranging from professionals, first-line managers, and middle managers attended a variety of programs with local and international vendors and schools, including Frankfurt Business School.
- 18 employees from different areas and management levels across the Bank were exposed to overseas programs to enhance their technical and leadership capabilities through various international vendors and schools.
- CIB organized an informative intervention forum for board members moderated by top professors from IMD Business School to align the organization with the best international practices.
- 1,328 employees have been moved across different areas, and 625 have been promoted internally with promising young talents for better exposure and to enhance their career progression.

Promoting Internal Trainers

No one masters our craft better than a CIBian. Promoting a culture of internal trainers is one of CIB's new efforts to capitalize on our talented employees who possess the technical know-how that can translate to the rest of the Bank's staff. Under that purpose, capacity building planning has taken place since 2018, aiming to announce for internal trainers' program in the Bank, followed by offering intensive training programs to well selected trainers in order to get utilized in offering

training programs as part of the L&D catalogue. In 2019, technical training was offered to some of L&D internal trainers due to their educational background and powerful training skills.

**► Agility
E-learning**

Capitalizing on our digital transformation culture, and building on previous years of success in providing e-Learning trainings, L&D has formulated a set plan of various online trainings that caters to the Bank's needs, increase bank-wide awareness, enable cost savings, and most importantly, support a flexible, yet advancing learning tool for our human capital.

Our e-learning sessions are aimed to increase awareness on a diverse set of topics that meet the various needs of business stakeholders, such as reputational risk, HR policies, and organization

awareness (operational and conduct risk). We also developed specialized e-learning sessions targeted at particular employees, including those in corporate banking, credit and investment exposure management, debt capital markets, global customer relations, business banking, credit programs and branch staff.

Parental Leave

Committing to an exceptional and leading employer brand, CIB is among very few national organizations in Egypt that promotes parental leave for both men and women. CIB fathers are entitled to a short paid leave of three days from the delivery date. In 2019, 105 fathers requested and were granted paternal leave, while all 96 mothers who took parental leaves in 2019 have returned to work, in addition to 13 mothers who started their parental leave in 2018.

	Female	Male
Total number of employees entitled to parental leave	811	2,734
Total number of employees that took (requested) parental leave 2019	96	105
Total number of employees who returned to work in the reporting period (2019) after parental leave ended	107	106

Flexible Working Hours

CIB introduced the Flexible Work Arrangement, which is a tool that gives employees the flexibility of balancing their life and work schedules, offering a flexible option to alter starting and/or departure times. This program also provides an opportunity for the employees to work from the office or from home according to the business needs.

employees can bring the best of themselves to work each day. Our remuneration is assessed on a yearly basis taking into consideration market fluctuations and external market developments. CIB hiring and remuneration policies promote equal opportunity to all candidates, with no restrictions on gender, religion, age, or marital status.

► Stability (G401-2) - (G401-3)

We offer a comprehensive account of benefits to our employees that supports their social and financial stabilities and increase the levels of employee satisfaction and retention. This is evident in our low turnover rate of 4% among males and 2% among females.

Compensation: Employee Stock Ownership Plan

Our compensation scheme is based on fair and transparent rewards designed to promote a culture of motivation and equal pay. A variable long-term incentive program used to compensate and retain CIB employees.

Remuneration

We are keen to maintain a truly diverse, inclusive, and healthy workplace with an accountable, collaborative, and trusted culture, where all of our

CIB implemented an Employee Stock Ownership Plan (ESOP) as part of its compensation strategy aimed at attracting, motivating, retaining, rewarding, and strengthening ties with

outstanding employees, managers, and executive board members. ESOP allows designated employees to own CIB stocks at face value via promise-to-sell agreements. CIB allocates 1% of its issued and paid-in capital to ESOP. During 2019, CIB allocated a total of 10,541,330 stocks to 4,242 employees. Since the inception of the plan in 2006 and its renewal in 2015, the Bank has allocated 91,032,963 shares to its employees (taking into consideration capital increases throughout the stated period).

Medical Care and Wellness

We provide comprehensive benefits to our employees that promote financial security for them and their families. Our benefits include full medical insurance for all employees who are covered by social insurance. The Bank has agreements with an extensive network of first-class doctors, hospitals, and labs in all cities across the country.

Other Benefits

Interest Free School Loans

CIB's interest free loan is equivalent to a maximum amount of two months of gross salary or one month of gross salary based on the employee's grade. The loan is to be repaid over a maximum tenor of 12 months to support our employees to accommodate the current school fees noting that more than 1,000 employees benefited from it during 2019.

Staff Loan

A loan with subsidized decreasing interest rate of average 7.75% to be repaid over a maximum tenor of six years, noting that over 4,000 employees benefited from it during 2019.

Mortgage Loan

A loan granted to our staff with a subsidized interest rate of average of 11% as an employee benefit.

Credit Cards

Credit cards are given to our staff with a subsidized interest rate that is less than 1.3%.

► Responsibility

Women's Empowerment and Recognition

Our gender equality and inclusion efforts are aimed at nurturing and sustaining an inclusive workforce and providing equal and fair opportunities. CIB is always keen on being a gender-neutral organization as its policies are not aimed at either men or women, but instead,

they affect both genders equally. However, we are always keen on ensuring a gender-sensitive approach; i.e., recognizing the different perceptions and interests of both women and men arising from their different social locations and role, would develop a more enabling environment for all employees. We believe that this would develop a more enabling environment for all employees. Accordingly, various CIB women's empowerment initiatives took place in 2019 and will continue throughout 2020.

Helemek Yehemena (You Make a Difference)

Early in 2020, we introduced the Helemek Yehemena Initiative with the purpose of increasing female employee representation across branches. This initiative aims at encouraging women and unlock their full potential by attracting talented calibers for vacant positions across all regions in partnership with different universities.

Women Leadership Program

The Bank believes in the importance of empowering the CIB's female workforce. Through the L&D department, the Bank created a developmental track tailored to women in leadership, tackling different dimensions and aspects of management and supporting them in building long-term career success, and enable them to become a catalyst for organizational change.

A two-day program tailored to women in first- and middle-line management levels consisting of two international leadership modules on key management skills in the banking sector. Five female leaders were selected to attend the exclusive Women's Leadership Program at EBI, followed by three rounds from the same program held at the EBI as well, with 65 women in the first and middle-line management levels attending.

Women in Tech

For the first time in the banking industry, in 2019, CIB introduced the Women in Tech initiative addressing the gender gap in the technology departments of the Bank and helping to build skilled women to work in these divisions. 14 candidates were identified to join this program and were rotated within several different departments, including the IT, Security and Resilience Management, and Digital Banking and Global Transaction Banking departments. Their rotation encompassed

both theoretical and practical training. This initiative was crowned by a closing ceremony that featured presentations from candidates in front of the Chief Operating Officer (COO), Chief Information Officer (CIO), Chief Security Officer (CSO), and the Chief Digital Officer (CDO). As a result, four candidates were hired from the program.

She's Back

Introduced in 2019, the She's Back initiative aims to ease the transition for women returning from maternity and/or childcare leave. Over three rounds, 43 participants refreshed their corporate and macroeconomic knowledge and learned of any material changes or updates in the Bank's daily work, internal policy changes, and economic and banking sector updates so they can easily get back to work and be in charge of their newly assigned roles.

Youth Inclusion

CIB is renowned for being an agile bank with fresh talent. In 2019, CIB attended 21 employment initiatives in different universities and venues across Egypt in search of new talent. 571 external talent individuals have been hired.

Tawarny Initiative

Tawarny is an initiative that started in 2018 and continued into 2019. It allows university students to practice mock HR interviews and provide them with tips and constructive feedback to prepare them for the corporate world. The initiative falls in line with CIB's aim to equip Egyptian youth with the right tools for the labor market, creating a new generation of qualified candidates who will drive the country's development and growth.

Fundamentals of Financial Services Program

A selective group of undergraduates from the German University in Cairo (GUC) attended the three-day program conducted by L&D trainers. They sat for the exam and many have passed with high scores.

Internship Programs

Fintech MSc in Finance Internship Program
A number of AUC master's students studying fintech received the required knowledge and the needed information during their three-week

rotation plan among a set of selected CIB departments. The initiative ended with conducting group presentations with the aim of sharing students' learning journeys and what they grasped. The presentations were assessed by a group of senior management with pleasant feedback.

Summer/Winter Internship Training Programs

These are structured, three to four week-long summer and winter programs provided to first, second, and third-year university students, to receive training in branches and departments that will equip them with practical experience and prepare them for the corporate life. In 2019, L&D gave this initiative privilege to ten winter Interns, 47 summer interns, and more than 400 summer trainees.

Successful Employee Engagement

Employee engagement is the road towards achieving a culture of a committed business, as it builds a culture of motivation, loyalty, and commitment. We build our employee engagement strategy to improve productivity and promote sustainable engagement. It enhances the onboarding experience for new hires to maintain CIB's position as an employer of choice. We employ digital tools to foster communication between employees, raise awareness about HR-related activities across the organization, and help facilitate engagement and social initiatives to increase employee feedback.

Employee Effectiveness Survey

In 2018, 92% of employees completed the fourth Employee Effectiveness Survey (EES) compared to 88% in 2016. The engagement level, measured by employees' loyalty, pride, and willingness to "go the extra mile" for the Bank, was 63% compared to 59% in 2016, and enablement level, measured by the degree to which employees experience an environment that fosters engagement, reached 52% compared to 46% in 2016.

Employee Recognition Program

At CIB, we value employee recognition and believe it to be a crucial investment in our organization. Our HR department revamped the Employee Recognition Program in 2019 to reward employees for their efforts. The program seeks to retain top talents, increase motivation, boost employee productivity, and, most

importantly, foster a positive working environment. The program entails different types of awards with different rewarding schemes based on achievements and accomplishments.

Team Building Activities

In 2019, we conducted three team building activities for the IT, Consumer Assets Fulfillment Unit (CAFU), Risk, and Analytics and Data Management departments. A total of 200 employees attended from the IT division, 72 from CAFU and Risk, and 65 from Analytics and Data Management.

Internal Communication Efforts

Internal communication efforts include ongoing town halls and casual staff events, which maintain direct communication between senior management and employees. The success of "CIB Bel 3araby" (CIB in Arabic) continued in 2019. The first-of-its-kind in the banking sector, this TV show for CIB staff tackles important bank and employee concerns in a humorous way. Our digital newsletter, "CIB Round-up," which sheds light on CIB-related news, the banking sector, and the Egyptian economy, received very positive feedback from staff, and in 2019, its frequency was increased from bi-weekly to weekly.

Furthermore, iKnow, an exclusively CIB mobile application empowers employees by providing them with a secure and convenient tool to access the Bank's portals and receive their daily intake of information for work and personal content, such as the latest economic and financial news offered by top notch publications, dozens of audio books, reading materials and books summaries, motivational inspiration, women's wellness videos for physical and mental health, and EBI Financial Episodes that explain terminologies associated with modern banking.

Successful Partnerships

CIB acknowledges that partnering with top experts in the market is a key factor in business success and employee development. In 2019, L&D held several successful partnerships.

Association of Chartered Certified Accountants (ACCA)

CIB became a member of the ACCA Approved Employer Program, which recognizes the employer's high standards in staff training and

development. The partnership starts with a Professional Development Stream on a trial basis. As the "Employer of Choice" in the Association of Chartered Certified Accountants, CIB employees have access to various finance online programs and preferential rates for finance courses.

The University of Chicago Booth School of Business

L&D developed a new collaboration with the University of Chicago Booth School of Business that entails offering CIB staff a 20% discount on Executive MBA and Executive Education scholarships.

ESLSCA, AUC, Wag Academy, and Dale Carnegie

L&D always looks to secure preferential rates and deals to staff who are willing to pursue higher education, such as WAG Academy, that offers CFA, IFRS, CMA, and CTP, ESLSCA and AUC, that offer discounts on MBA programs, Dale Carnegie that offers a discount on local programs extended to CIBians' family members. These opportunities are availed to the staff through the "Stay Tuned" icon on the L&D internet page for easy access. Preferential rates are availed to staff on self-sponsorship basis with no need to refer to the Bank for approval, and some of these rates can be extended to staff family members.



UN Women's Empowerment Principles

CIB is the first bank to sign the CEO Statement of Support for the UN's Women's Empowerment Principles (WEPs). This achievement recognizes CIB's strong commitment to advancing gender equality and women's empowerment.

Created by UN Women and UN Global Compact, the WEPs, were developed in 2010 to provide a holistic framework to empower women in the workplace, marketplace, and community. The seven WEP principles are based on real-life business practice and seek to eliminate the gender dimension of corporate sustainability and the SDGs.

Our Human Capital: In Numbers (G401-1)

New Hires

	Under 30 years old		30-50 years old		Over 50 years old		Total number
	Male	Female	Male	Female	Male	Female	
New hires (Male)	349		61		0		
New hires (Female)		125		36		0	
Total number of new hires by age category	474		97		0		571

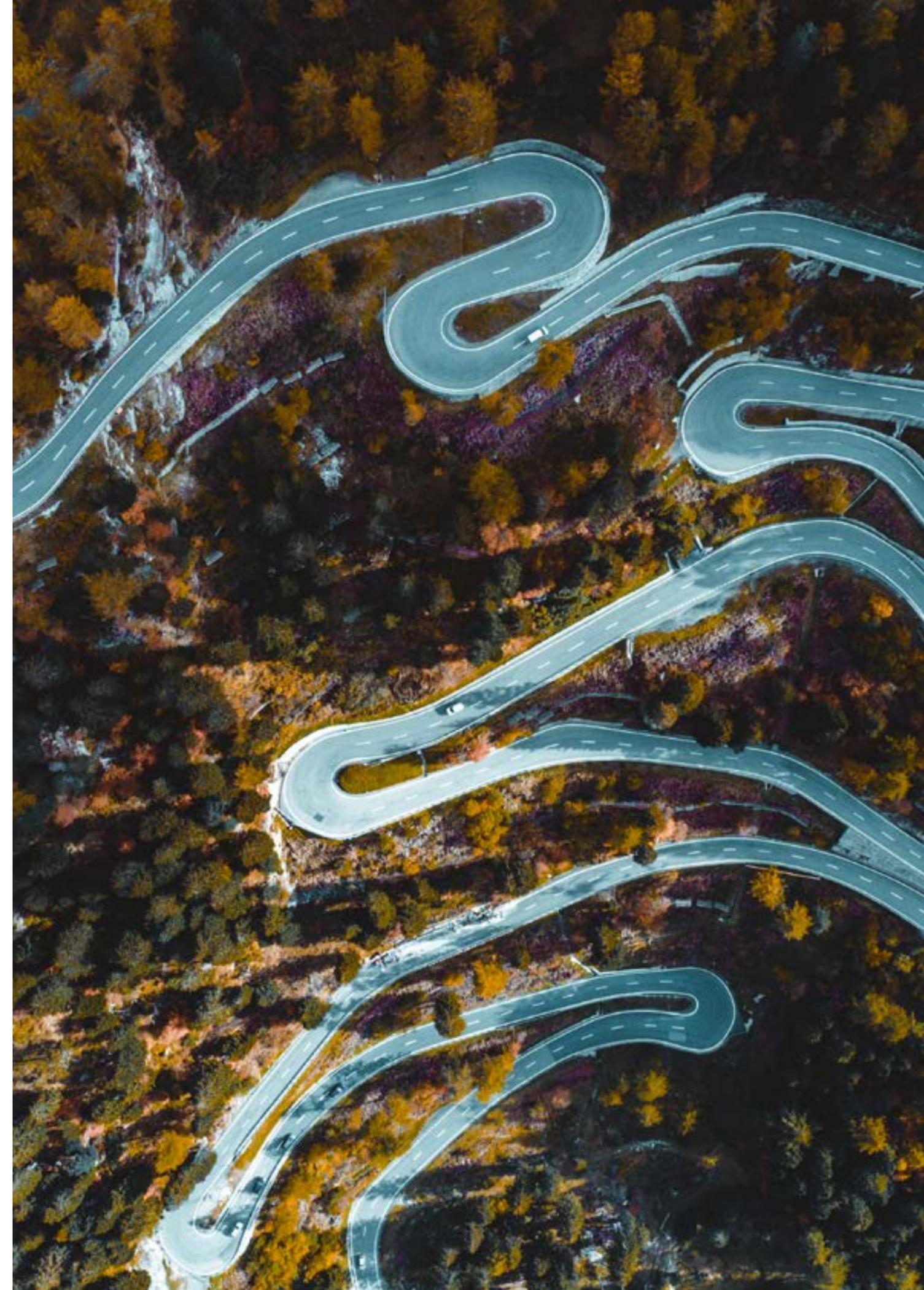
	Under 30 years old	30-50 years old	Over 50 years old	Total percent
Rate of new hires by age category (to the total of employees)	83%	17%	0	
Rate of new hires (Males) (to the total employees)				72%
Rate of new hires (Females) (to the total employees)				28%

Turnover

	Under 30 years old		30-50 years old		Over 50 years old		Total number
	Male	Female	Male	Female	Male	Female	
Turnover (Male)	103		150		25		
Turnover (Female)		60		70		7	
Total number of turnover by age category	163		220		32		415

	Under 30 years old	30-50 years old	Over 50 years old	Total number
Rate of turnover (per age category) (to the total employees)	8%*	5%*	10%*	
Rate of turnover (Male) (to the total employees)				4%
Rate of turnover (Female) (to the total employees)				2%

* The turnover % is calculated from the total headcount of same age group.



Journey 3

The CIB Foundation: Community Care

Established in 2010 as a non-profit organization under the Ministry of Social Solidarity Decree No. 588, the CIB Foundation is dedicated to improving healthcare and nutrition services extended to children of underprivileged families with limited access to quality healthcare by developing life-changing community initiatives.

Purpose and Aim

The Foundation efforts not only include the donation of money, but also the monitoring and following up of the impact of our projects. Through extensive processes, we work with private, public, and non-governmental healthcare providers that offer free-of-charge services to ensure the widest community reach and to maximize the value of our work achieving positive and sustainable results. CIB Foundation seeks to ease the burden on families in need of affordable health care services. In pursuit of this vision, the CIB Foundation is committed to enhancing the quality of services in our partner institutions to provide the best possible care for young Egyptians.

Governance

The CIB Foundation, supported by 1.5% of CIB's annual net profit of 2019 from the generous CIB shareholders and donations made to its fundraising account, is governed by a seven-member board of trustees. 100% of the proceeds are channeled

towards community projects with the aim of improving child healthcare services. The Foundation seeks to ensure that its resources are spent efficiently to reach the greatest number of beneficiaries through the coordinated efforts of the Foundation's Board of Trustees, staff, and CIB volunteers.

Reach

Currently, CIB Foundation reached 27 governorates out of 28 across Egypt with its projects. The CIB Foundation believes in the sustainability of its investments; therefore, in many cases, the CIB Foundation supports the operating costs of its funded projects to ensure maintaining the level of service provided to the patients.

The CIB Foundation is constantly still and will keep expanding in the different fields of pediatrics. In addition, the CIB Foundation will build on the strategic partnerships built through the past years with the healthcare providers from the governmental, private, and non-governmental stakeholders to achieve better results and extend its reach to more underprivileged children throughout Egypt. Furthermore, the CIB Foundation ensures aligning with the Egyptian National Vision to ensure maximum efficiency of the interventions such as combating eradicating Hepatitis C and eradicating the causes of blindness.

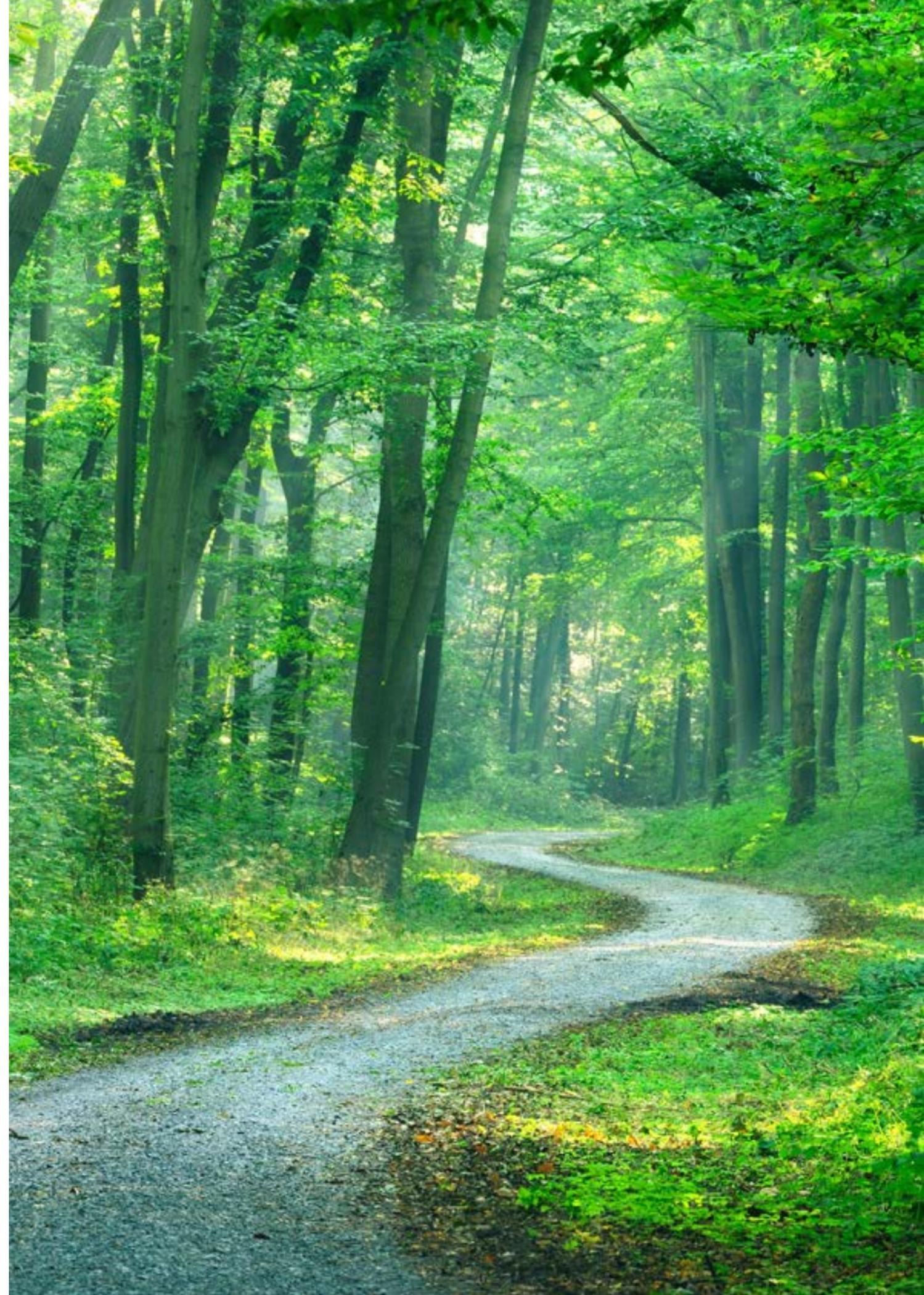
Impact

The Foundation has impacted the lives of more than 250,000 patients in several areas as follows:

Area	
Cancer	11,000
Ophthalmic	100,404
Radiology	23,000
Surgery and Cardiology	3,201
Dental	24,000
Neonatal ICU and Pediatric ICU	18,000
General Pediatrics	30,000
Special Needs	3,160
Relief Convoys	45,377

Ophthalmology	The CIB Foundation impacted 100,404 patients by supporting an ophthalmic clinic in one of the underprivileged governorates in Upper Egypt, as well as funding 341 convoys while visiting 271 primary schools in 20 governorates across Egypt with not only medical services, but also edutainment awareness campaigns that target eye hygiene and sponsoring eye surgeries in the best specialized centers in Egypt.
Cancer	The CIB Foundation impacted 11,000 patients by purchasing state of the art cancer diagnostic equipment and scanners; in addition, the foundation sponsored the expenses for the patient care in two of the most recognized centers that treat cancer in the region.
Dentistry	The CIB Foundation outfitted a dental ward with 56 dental units providing children and children with special needs with quality dental care and surgeries. In addition, the Foundation purchased an outfitted Mobile Dental Truck to reach remote areas in Egypt where there are insufficient healthcare providers.
Special Needs	The CIB Foundation assisted an NGO to purchase a property and outfit it to become a center for rehabilitation of children with cerebral palsy; also, the foundation contributes in the operating costs of the center. Furthermore, the Foundation funded the process of equipping a center for rehabilitation of autistic children with two rooms that contribute to the well-being of autistic children physically, intellectually, and psychologically. In addition, the Foundation funded the costs of tailor-made wheelchairs based on each child's needs.
Burn Victims	Saving the lives of burn victims and allowing them to reintegrate into society physically and psychologically through funding their treatment through medications and a series of surgical operations.
Accident and Emergency Department	The CIB Foundation funded the outfitting of several emergency departments in university hospitals that are considered centers of excellence and primary health care units in remote villages in different governorates in Egypt to serve the disadvantaged populations.
Hepatitis C	Since Egypt is ranked high in Hepatitis C cases among the world, the CIB Foundation participates in preventing this disease through screening children and treating whoever tests positive.
Education	The CIB Foundation provided scholarships for outstanding students in advanced sciences or engineering in addition to sponsoring scholarships for High School Diplomas in The Africa Leadership Academy in South Africa.
Cardiology	Through outfitting and supporting the operations of a catheterization unit, research labs, and funding open heart surgeries, the CIB Foundation was able to serve those beneficiaries in the best centers in Egypt.

Outpatient Clinics	Through equipping outpatient clinics and supporting their operating costs, the CIB Foundation was able to serve a large number of patients across Egypt.
Intensive Care Units	The CIB Foundation outfitted many intensive care units in a number of governorates; in addition to, supporting their operating costs to maintain the level of service provided.
Egyptian Clothing Bank	The CIB Foundation supported the campaigns of the Egyptian Clothing Bank to bring warmth to children who cannot afford to buy clothes and blankets.
Radiology	The CIB Foundation purchased equipment for pediatric radiology departments across Egypt.
General Surgery	The CIB Foundation purchased equipment for pediatric surgical theaters across Egypt.
General Pediatrics Care	The CIB Foundation funds medical convoys to offer medical services from a team of qualified doctors in various disciplines within pediatric care.



Journey 4

CIB Social Activities: Toward Societal Prosperity

CIB is not only a people-driven organization, but a purpose-driven one as well. Corporate Social Responsibility permeates CIB's DNA. We care about our communities and seek to enrich them through capitalizing on our legacy of positive change for current and future generations. We achieve this through our contributions and sponsorships in sports, fine arts, culture, and social welfare that enhance people's skills and quality of life and promote societal prosperity.

Social Welfare

Autism International Day/ADVANCE

This year, the Bank continued its sponsorship of the Egyptian Advance Society for Persons with Autism and Other Disabilities (ADVANCE)'s annual ceremony. We also sponsored the 2019 World Autism Awareness Day in Egypt, supporting the integration of people with disabilities into society. Additionally, the Bank's Smart Village headquarters and select branches were lit in blue in solidarity on World Autism Awareness Day.

Beena

Beena is a protocol signed by CIB and the Ministry of Social Solidarity to encourage active youth participation in the community and monitor the development of social care services. The Bank has been the main partner and financial sponsor of Beena for four consecutive years. This initiative successfully attracted thousands of youths around Egypt who volunteered with orphans, senior citizens, and individuals with special needs.

Arts and Culture

El Sawy Culture Wheel

In 2019, CIB continued its long-lasting sponsorship of El Sawy Culture Wheel, supporting its various intellectual, cultural, and social activities, including concerts by local and international artists, cultural nights, art exhibitions, and documentary films.

Cairo International Biennale "Towards the East"

The 2019 Biennial was the first following an eight-year hiatus where 80 artists representing 50 countries participated. The artistic works of the festival were hosted in historical and

cultural locations throughout Cairo, including the Palace of Arts, Aisha Fahmy Palace, the Museum of Modern Egyptian Art, and the Zamalek Art Complex. The Biennale comes as part of significant efforts to bring back to Egypt stalled international events, cementing the country's cultural role and leadership.

Reimagined Narratives

This is a successful series of annual art exhibitions held at different heritage sites across Egypt, sponsored by CIB in 2019 for the third year in a row, and held under the auspices of the Egyptian Ministry of Antiquities. This year, the exhibition was held for the first time at the UNESCO World Heritage Site in Historic Cairo, where it transformed several locations in El Moez Street into open art spaces, housing over 20 contemporary Egyptian artists and their work.

Alex Workshop Center

This year marked the 20th anniversary of the Alex Workshop Center, and CIB supported the ceremony and workshops held to mark the occasion. The center has been a pillar of the Alexandrian community, supporting local artists, artists with special needs, and other members of the community to safeguard the artistic heritage of the city and spread art throughout the city.

Nurturing Athletes

Part of our support to the community is our support for sports and for athletes. Squash-related activities are an integral part of our CSR agenda. We believed in the true talent of our Egyptian squash players and spotted early on the potential they have to dominate world rankings. Our efforts to nurture talented athletes and sports include sponsoring tournaments, sponsoring the Egyptian Squash Federation, and sponsoring athletes.

2019 Highlights

CIB sponsored PSA Women's World Championship and the CIB Egyptian Squash Open Men's Platinum, which took place simultaneously in front of the Great Pyramid of Giza and

brought together 64 female athletes and 48 male athletes. In a groundbreaking move, the women's event had a bigger prize purse than the men's; the women's squash world champion prize was USD 430,000, while the men's prize was USD 185,000. The tournament made significant international waves in both the squash community and sporting arena worldwide due to the unprecedented move toward women's equality and received significant media attention.

CIB maintained its sponsorship of the Egyptian Squash Federation for the eighth consecutive year. The Bank also expanded its commitment by sponsoring the National Women's and Junior Squash Teams. This support has played a direct role in the national teams' accomplishments throughout the year, including the National Junior Squash Team's winning the World Junior Squash Championship in India for the sixth time since 1994. The National Women's Squash Team was named Women's World Team Champion in China, successfully retaining their title. Currently, Egyptian players hold the Men's World Team Championship, the Women's World Team Championships, and the Juniors' World Team Championship titles.

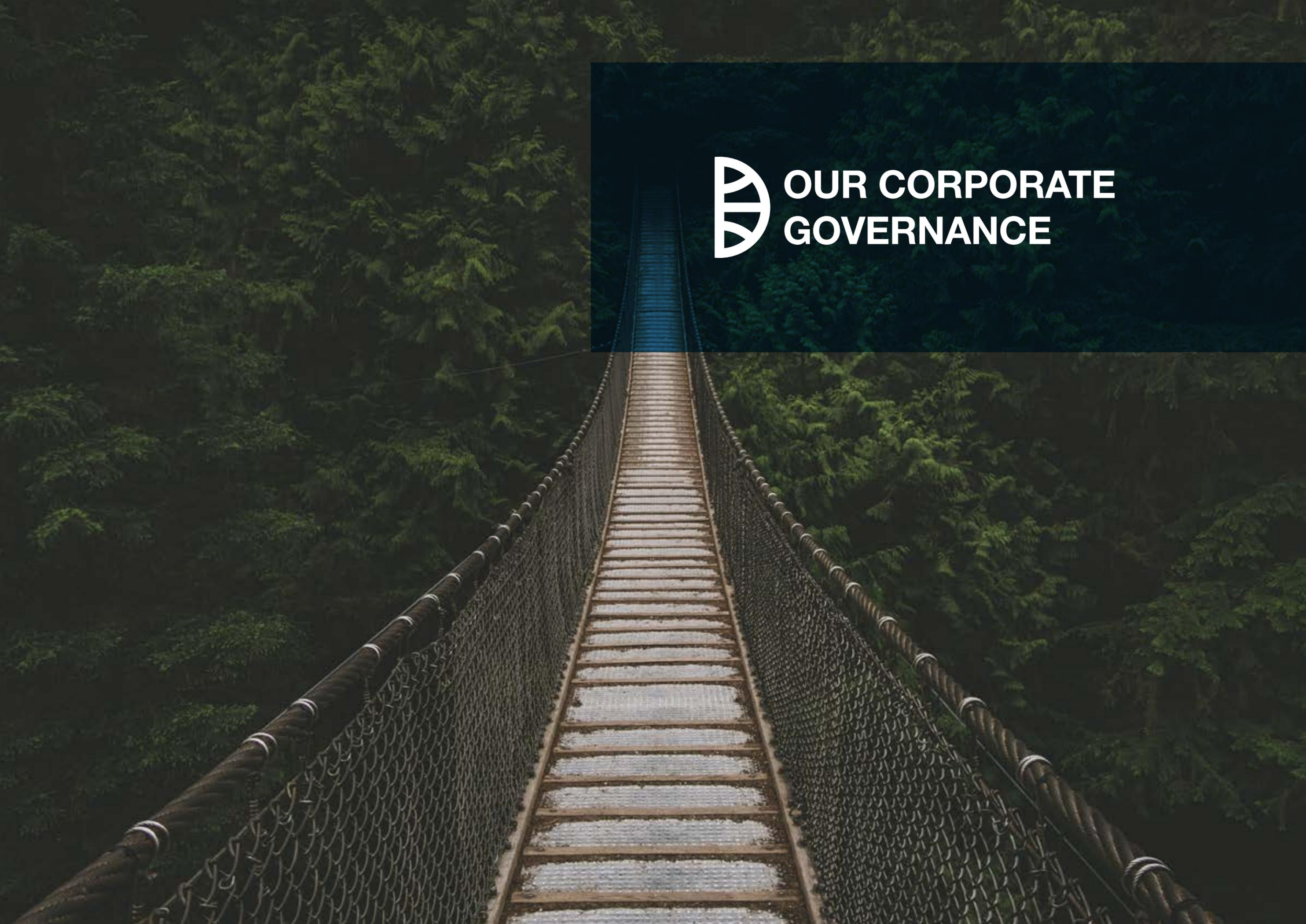
In support of young players leading the world's squash rankings, CIB has tailored special sponsorships to help eight talented players maintain their rankings and continue representing the country around the world.

CIB continued its partnership with Wadi Degla Clubs to support young Egyptian squash athletes by developing their skills and enhancing their international rankings. The partnership is part and parcel of the Bank's strategy to support up-and-coming talents from the ground up and builds on our pioneering role in this area.

“We care about our communities and seek to enrich them through capitalizing on our legacy of positive change for current and future generations.”



OUR CORPORATE GOVERNANCE



Our Corporate Governance

The CIB Board of Directors and management recognize the importance of a strong control environment in managing its risks and continuously maintain stakeholders' confidence. In a world where innovation and technological advancements have facilitated access to an influx of customer data, trust is a vital value to all stakeholders. Therefore, CIB adopts the most robust standards of governance practices to ensure the principles of transparency, accountability, fairness, and corporate responsibility, all of which are prerequisites and fundamentals of our sound corporate governance and conscious leadership to ensure sustainable and responsible operations.

The structure of our corporate governance entails unique agility that ensures the preservation and development of the Bank's values at an optimal level manner while seizing and optimizing emerging opportunity to uphold its commitment towards creating value for all its stakeholders in a sustainable manner. Our governance framework allows CIB's business operations to be conducted in a responsible and profitable manner in the best interests of customers, shareholders, employees, and other stakeholders.

The General Shareholders Meeting

CIB's Annual General Meeting of Shareholders is held in March each year and exercises their voting rights. Shareholder consent is required for key decisions, such as:

- Adoption of financial statements
- Voting on proposed dividends by the BoD
- Significant changes to the Bank's corporate governance practices
- Remuneration Policy
- Remuneration of Non-Executive Directors
- Appointment of the external auditor
- Appointment, suspension, or dismissal of members of the BoD
- Issuance of shares or rights to shares, restriction or exclusion of preemptive rights of shareholders, and repurchase or cancellation of shares
- Amendments to the Articles of Association

A Strong and Diverse Board of Directors (G102-18) - (G102-22)

Our Board of Directors (BoD) consists of executive directors and non-executive directors (NEDs) who possess a long history of diverse expertise, competencies, and individual qualifications. It is comprised of nine members, seven NEDs constituting 78%, and one of which represents Fairfax's interest in CIB. Fairfax Financial Holding Ltd. currently holds 6.55% of CIB's local shares, the single largest shareholder in CIB through its wholly-owned subsidiaries. All remaining six are independent members, maintaining a strong element of independence across the Board, which enhances the objectivity of decision making, vision, and planning process. At CIB, we are spearheading the financial sector in Egypt with a strong and diverse BoD that is characterized by an optimal mix of skills, experience, and diversity in terms of gender and nationality, with two female directors (22%) and five non-Egyptian directors (56%).

CIB's Lead Director is an appointed independent member of the BoD whose responsibilities include developing board-meeting agendas in collaboration with the Chairperson to discuss critical issues, following up on with executive management, establishing a comprehensive evaluation process, and gathering feedback from BoD members on executive management performance, among others. Staying affront of global changes, the Bank organized an informative intervention forum for members moderated by top professors from IMD Business School to align the organization with international best practices. The BoD is also responsible for the review and approval of CIB's sustainability report and the final verification of material topics raised by the business and stakeholders. (G102-32)

Board of Directors Biographies

Mr. Hisham Ezz Al-Arab, Chairperson and Managing Director

Mr. Hussein Abaza, Chief Executive Officer and Board Member

Mr. Jawaid Mirza, Non-Executive Independent Director of the Board

Mr. Mark Richards, Non-Executive Independent Director of the Board

Mr. Bijan Khosrowshahi, Non-Executive Director of the Board (representing the interest of Fairfax Financial Holdings Ltd)

Dr. Amani Abou-Zeid, Non-Executive Independent Director of the Board

Mrs. Magda Habib, Non-Executive Independent Director of the Board

Mr. Paresh Sukthankar, Non-Executive Independent Director of the Board

Mr. Rajeev Kakar, Non-Executive Independent Director of the Board

Dr. Sherif Samy, Non-Executive Independent Director (until Oct. 2019)

Mr. Yasser Hashem, Non-Executive Director of the Board (until Oct. 2019)



[For more information on the Board of Directors, please refer to CIB's 2019 Annual Report.](#)

The Role of the Board of Directors

The role of the BoD is to ensure that the Bank's accounts and financial statements are fair, balanced, and understandable while providing necessary information to shareholders to assess CIB's position, performance, business model, and strategy. The BoD primarily focuses on CIB's long-term financial and non-financial success and seeks the best interests for all related stakeholders. The Board is also responsible for setting CIB's strategic objectives, overseeing the implementation of said strategy, providing oversight of senior management, ensuring the effectiveness of the Bank's internal control systems, managing risk, and securing CIB's institutional reputation and long-term sustainability. Moreover, the Board is responsible for setting compensation and performance goals and managing the director nomination, evaluation, and succession planning. It oversees CIB's economic, social, and environmental sustainability initiatives, performing its duties with entrepreneurial leadership, a sound strategy, and risk management oversight to ensure risks are properly assessed and managed. (G102-26)

A Sound Governance Structure (G102-18)

Segregation of MD and CEO Roles

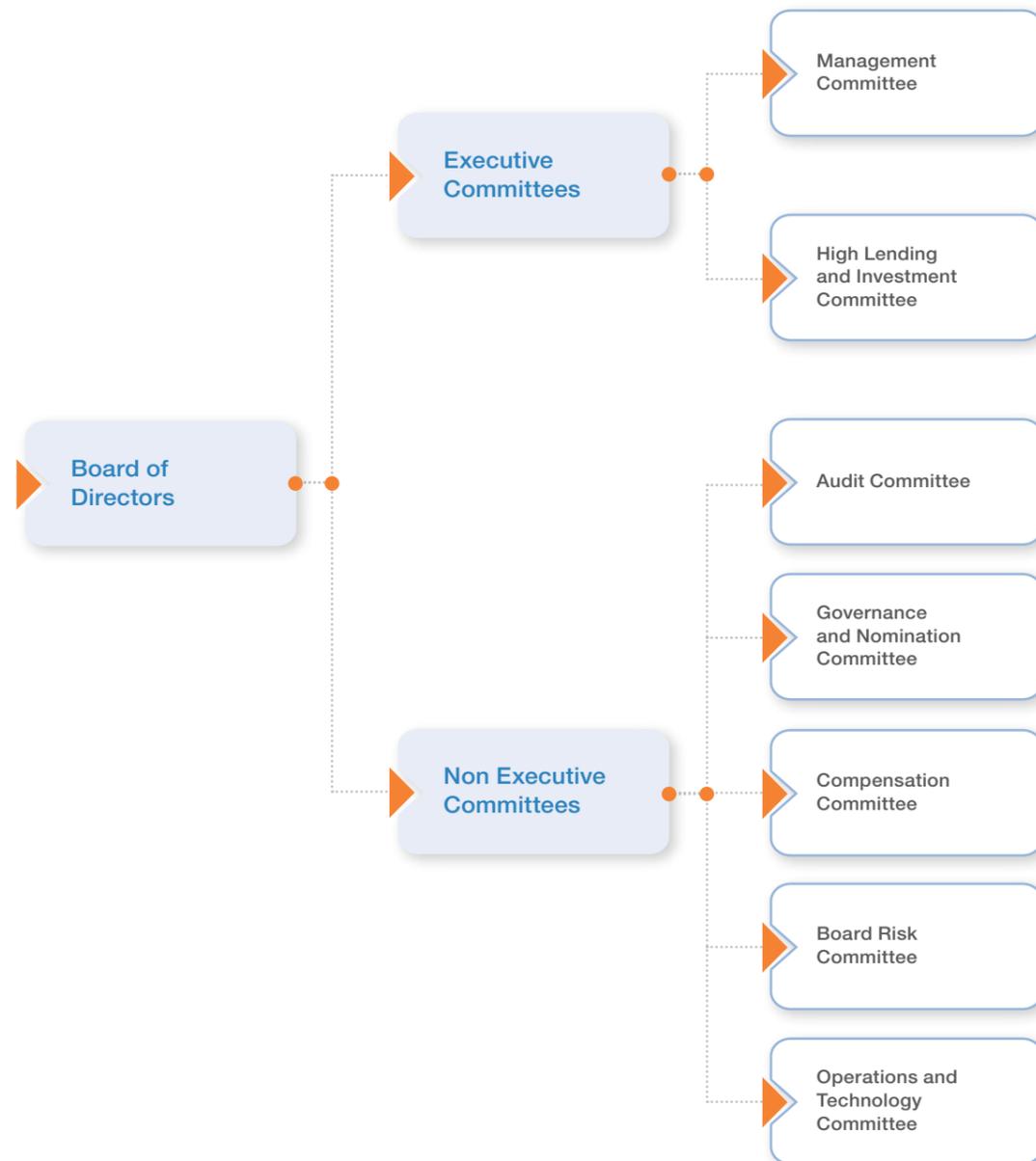
The Chair of the BoD is Mr. Hisham Ezz Al-Arab, who is also the Managing Director of CIB. In line with the CBE directives on corporate governance as well as international best practices, CIB segregates between the roles and responsibilities of both the Managing Director (MD) and the Chief Executive Officer (CEO), Mr. Hussein Abaza. Defining the ownerships of these duties ensures clear accountability and responsibilities. (G102-23)

The MD is responsible for ensuring adequate and effective governance through managing the independent control functions — Risk, Compliance, Audit, and Legal, and also focusing on the strategic direction of the Bank. On the other hand, the CEO is responsible for managing the Bank's business lines and day-to-day operations.

Board Committees

In addition to the Corporate Sustainability Task Force (CSTF), CIB has seven committees, all chaired by a non-executive board member. Each committee chair takes the responsibility of informing the Board of significant material issues raised by their respective committees for

efficient decision making. A written mandate sets out the duties, responsibilities, and the reporting scheme and frequency of meetings of each committee. Separate committees may be set up by the BoD to consider specific issues when the need arises.



Board Committee	Responsibilities	Chair	Member	Convention Frequency
Nonexecutive Committees				
Audit Committee	This committee was established to offer effective oversight of the integrity of the Bank's financial reporting process, the effectiveness of the Bank's internal control system, and its compliance with all statutory requirements. The committee is also responsible for overseeing and reviewing the performance of the Bank's internal audit and compliance functions, as well as the work of the Bank's external auditors to ensure the independence and objectivity of each and the quality of the audit and compliance processes.	Mr. Sherif Samy	Mrs. Magda Habib, Mr. Paresh Sukthankar	The committee met five times in 2019.
Governance and Nomination Committee	This committee advises the BoD on the general oversight of governance matters and ensures the promotion of a sound governance culture within the BoD and the Bank. This entails a periodic review of the Bank's corporate governance structure and recommending changes, when and if necessary, to the BoD. The committee also sits as the Nomination committee with the primary objective of setting criteria for selecting new directors and assisting the BoD in identifying individuals qualified to become BoD members and recommending director nominees to shareholders. Besides these functions, the committee provides advice and assistance to the BoD, when necessary, with respect to a potential successor to the Bank's Chief Executive Officer.	Mr. Sherif Samy	All non-executive directors	The committee met six times in 2019.
Compensation Committee	This committee was established to provide guidance to the BoD with regards to the appropriate compensation for the BoD and the Bank's executive officers and to ensure that compensation is consistent with the Bank's objectives, strategy, and control environment. The committee ensures that clear policies for the Bank's salaries and compensation schemes are in place and that they are effective at attracting and retaining the best caliber professionals.	Mr. Bijan Khosrowshahi	All non-executive directors	The committee met three times in 2019.

Board Committee	Responsibilities	Chair	Member	Convention Frequency
Board Risk Committee	This committee oversees risk exposure management functions and assesses management's compliance with the risk strategies and policies approved by the BoD through periodic reports submitted by the Risk Management group. The committee makes recommendations to the BoD regarding risk management strategies and policies (including those related to capital adequacy, liquidity management, various types of risk: Credit, Market, Operation, Compliance, Reputation, and any other risks the Bank might be exposed to).	Mr. Paresh Sukthankar	Dr. Amani Abou-Zeid, Mr. Bijan Khosrowshahi	The committee met four times in 2019.
Operations and Technology Committee	This committee was established to provide oversight of the Bank's operations, technology strategy, and significant investments in support of this strategy, as well as operations and technology risk management.	Mr. Rajeev Kakar	Mr. Sherif Samy, Mrs. Magda Habib	The committee met four times in 2019.
Executive Committees				
Management Committee	The committee is responsible for executing the Bank's strategy as approved by the BoD. The committee manages the day-to-day functions of the Bank to ensure alignment with strategy, effective controls, risk assessment, and efficient use of the Bank's resources. The committee also monitors the Bank's strategic associates and subsidiaries.	Mr. Hussein Abaza	Members: Mr. Ahmed Issa, CEO Consumer Banking Mr. Amr El Ganainy, CEO Institutional Banking Mr. Mohamed Sultan, Chief Operating Officer Ms. Hanan El Borollossy, Acting Chief Risk Officer	The committee met 30 times in 2019.



Board Committee	Responsibilities	Chair	Member	Convention Frequency
High Lending and Investment Committee	This committee is responsible for managing the assets side of the balance sheet and its provisioning. Under the authorities delegated to the committee as stipulated in the Bank's Credit and Investment Policies, it is empowered to make decisions respecting asset allocation.	Mr. Hussein Abaza	CIB Senior Management	The committee convened weekly throughout 2019 and met 56 times.
Corporate Sustainability Task Force (G102-20)	This task force was established to ensure that CIB's activities reflect the Bank's business approach of balancing the strategic goal of increasing profitability with serving the broader socio-economic and environmental interests. (Read more: on Sustainability Governance)	Dr. Amani Abou-Zeid	Corporate Sustainability Team	The task force met four times in 2019.

Risk Management (G102-30)

Ensuring we adopt a continuously proactive approach to risk and regulatory engagement is a prime focus for CIB, across all operations. As we are striving to increase the value of the business, we are concentrated on maintaining a strong risk management framework. CIB's governance framework includes structures and processes to identify, manage, mitigate, monitor, and report the risks to which CIB is exposed, and it aims to sustain the success of the Bank's business and operations, backed by a concrete set of policies and procedures relevant to the scope, size, and complexity of CIB's business. Accordingly, the BoD aims to ensure proper implementation of internal and external regulations and to mitigate all possible risks. These mandates are complemented by a set of governance policies designed to promote a corporate culture that emphasizes building trust with key stakeholders. Such a culture is aligned with the Bank's purpose and business strategy while promoting integrity within the Bank.

Our BoD is backed up by internal and external auditors, as well as other internal control

departments (Risk, Compliance, Internal Audit, and Legal), in addition to Board Committees. Our Board Risk Committee (BRC) is continuously being informed by the Business and Risk group on matters related to Credit, Market, Liquidity, Operational, Legal, Compliance, Reputation, and other risks. Accordingly, the BRC's aim is to understand and endorse the Bank's current risk position and ensure the adequacy of the Risk Management structure, organization, effective process for identifying, assessing and mitigating risks, and the existing Risk measurement methodologies. In 2019, the BRC concurred on the Risk-related policies and made the necessary recommendations to the BoD. It also reviewed the adequacy of the Bank's capital (economic and regulatory) and the Risk Appetite, as proposed by management.

Our Risk Infrastructure

The Bank's objective is to maintain an effective risk infrastructure, including IT data architecture, information tools, and platforms, event databases, policies, and procedures, as well as other methods to monitor

increasing risks and continuously improve the Bank's mitigation plan.

Our Risk Environment

The Bank fosters a sound risk culture through its internal policies, communications, and awareness programs to ensure all employees fully understand their responsibilities towards risk management on a regular basis. These initiatives work together with the Bank's solid risk governance, which is deployed through the Three Lines of Defense model.

Our Risk Approach

At CIB, we adopt an independent, holistic, and forward-looking approach to risk management that is enabled through the Enterprise Risk Management (ERM) framework. The Chief Risk Officer (CRO) manages financial and non-financial risks, the Treasury Middle Office, and Internal Control Management functions. CIB were the pioneers on the local and regional levels to employ the ERM framework that is characterized by being an integrated and forward-looking risk approach, that combines

a dynamic risk culture, with robust data governance and adaptable technology platform.

Risk Strategy and Risk Appetite Framework

At CIB, risk management is embedded into strategy, budgeting, and performance management through providing management with insights necessary to adopt appropriate procedures. The Risk Appetite Framework (RAF) is aligned to our strategy and is cascaded down to the business segment level entrenching risk culture, fostering risk-taking and risk management behaviors, and risk tolerance indicators throughout the organization to ensure a forward-looking approach. In addition, the RAF accounts for all significant changes arising from internal, external, potential, or pre-existing conditions.

Risk Management Process

CIB maintains a robust Identification, Measuring, Managing, Monitoring, and Reporting (IMMMR) process for principal risks, which identifies primary risk categories and their respective sub-risks; employs effective methodologies and tools for quantitative and qualitative measurements; adopts

appropriate responses; and deploys recovery and contingency plans, as needed.

Integrated Risk Management

The Bank's comprehensive and integrated risk framework is not complete without its Stress Testing Program, which covers the main types of risks and assesses resilience to unfavorable shocks. This integrated framework is documented in the Internal Capital Adequacy Assessment Process (ICAAP) and Risk Management Framework (RMF). Several types of stress testing are performed to assess the potential impact on the Bank's financial position, with scenarios regularly updated to reflect dynamic changes in the economic environment and the Bank's risk profile to ensure its compliance with international standards and global best practices.

Risk Analytics

Being committed to our digital transformation strategy, we have employed Data Analytics in managing exposures and mitigating risk, as well as developing informed and granular risk and

reward optimization via better quality models, and enhanced risk reporting. This year, the Data Governance team initiated a project to monitor Bank-wide KYC defect rates on a weekly and monthly basis across all relevant business areas. This exercise led to a significant elimination of defective records while providing insights into the behavior of and activities performed by defective customers. Also during 2019, the ADM team built a loan utilization tracker tool that monitored corporate loan utilization on a weekly basis to provide an instant pulse of the GCR's overall exposure to CIB facilities.

Financial Risk and Non-Financial Risk

At CIB, we have constantly assessed and updated the risks that we are exposed to strengthen our ability to respond swiftly to rapid changes in both international and local risk requirements, adopting a proactive approach to manage risks and build an internal framework.



Compliance

CIB strictly manages its business in a legal and proper manner, diligently complying with the provisions of the law and regulation in its activities. Our Compliance group aligns its activities with the highest international standards and best practices and ensures that ethical actions and observance of laws and regulations are met by the organization, which promotes greater reliability and affects the satisfaction of customers and shareholders. To this end, CIB has a well-established, independent Compliance group that helps the Bank meet its growth strategies through the dedication of a team of industry veterans from a variety of backgrounds.

The group protects the Bank from the risk of legal or regulatory sanctions, material financial loss, and loss of reputation resulting from failure to comply with laws, regulations, rules, related self-regulatory organizational standards, or codes of conduct applicable to its banking activities. Additionally, the group provides intrinsic benefits, including constructive communication, improved overall business practices, and a better understanding of the regulatory environment.

The group ensures that CIB adheres to compliance standards to safeguard the Bank against a full spectrum of compliance risks through five distinct departments: The Compliance, Policies, and Procedures division; Corporate Governance and Code of Conduct division; Anti-Money Laundering and Terrorism Financing division; Foreign Account Tax Compliance Act division; and CBE Relations division.

Compliance, Policies, and Procedures

The Compliance, Policies, and Procedures division ensures that all controls, laws, and regulations are embedded in the applied policies and procedures, all of which are periodically reviewed to ensure they are up to date.

Whistleblowing Policy

Maintaining an inclusive work environment, CIB encourages the reporting of suspected violations of the law or Bank policies as well

as any wrongdoing, while guaranteeing a supportive and encouraging environment for those who speak out, through the Bank's Whistleblowing Policy. The Bank handles cases of whistleblowing, be they from internal or external sources, very seriously and at a senior level.

Conduct Risk Policy

Having customer satisfaction as a strategic priority, CIB is stringent in implementing its Conduct Risk Policy. This policy makes clear the Bank's relationship with customers and our duties toward them. It also outlines the Bank's approach to the management of conduct risk. CIB considers that the most effective way to avoid conduct risk is to embed a culture of integrity and high ethical standards across the organization.

Conflict of Interest Policy

The Bank's Conflict of Interest policy guarantees that all staff and board members remain aware of any conflict of interest between the Bank and their personal, professional, and business interests, providing guidance on how to handle those cases. **(G102-25)**

Corporate Governance and Code of Conduct

Code of Corporate Governance

An integral part of our governance policy framework is the Code of Corporate Governance. It aims to enhance long-term value for shareholders, employees, and other stakeholders, and sets out the standards of behavior expected from all employees, providing staff, senior management, and the BoD with a comprehensive frame of reference regarding their rights and duties. The code further enshrines the principles of equal employment opportunity and gender equality.

In 2019, 14 cases were presented to the Staff Issues committee, including performance disagreements, mismanagement issues, and violations of the Bank's code of conduct. All issues raised to the committee were

thoroughly investigated, and fair and sound decisions were reached. In March 2019, the Corporate Governance and Code of Conduct division issued the first Corporate Governance Report for 2018, as mandated by the Financial Regulatory Authority (FRA).

Anti-Money Laundering and Terrorism Financing

Being fully independent in carrying out its activities, the Anti-Money Laundering and Terrorism Financing (AML) division aims to protect CIB and all stakeholders against money laundering, terrorist financing, and sanction risks, which facilitates the Bank integration into the global financial system. In addition, the department ensures that all bank staff comply with Egyptian AML Law No. 80 for the year 2002 and its amendments.

The division develops, implements, and maintains the AML program across the Bank. The division screens transactions against negative lists and sanctioned countries to shield the Bank against sanctions. The AML division uses an automated transaction monitoring system, which detects money laundering, terrorism financing crimes, and suspicious activities. Additionally, the division maintains records of customers and reports suspicious activities.

CIB ensures the detection of anti-money laundering activities through the implementation of a strict program with a risk-based approach for monitoring customers' transactions/behaviors using an automated monitoring system, where all raised alerts are then investigated against clients' KYC profile to determine whether there is any suspicious transaction/behavior. In case of reasonable grounds of suspicion, the case is reported to the EMLCU. Staff non-payroll accounts are also monitored by the FCC Department through the generated alerts using the same automated AML monitoring system, scenarios, and process as applicable to CIB customers.

Recently the EMLCU has released a media campaign to spread public awareness regarding money laundering and terrorism financing ML/TF risks. CIB ensures increasing staff awareness regarding ML/TF and other financial crime risks through

training, awareness sessions, e-learning, and attendance of international conferences and seminars.

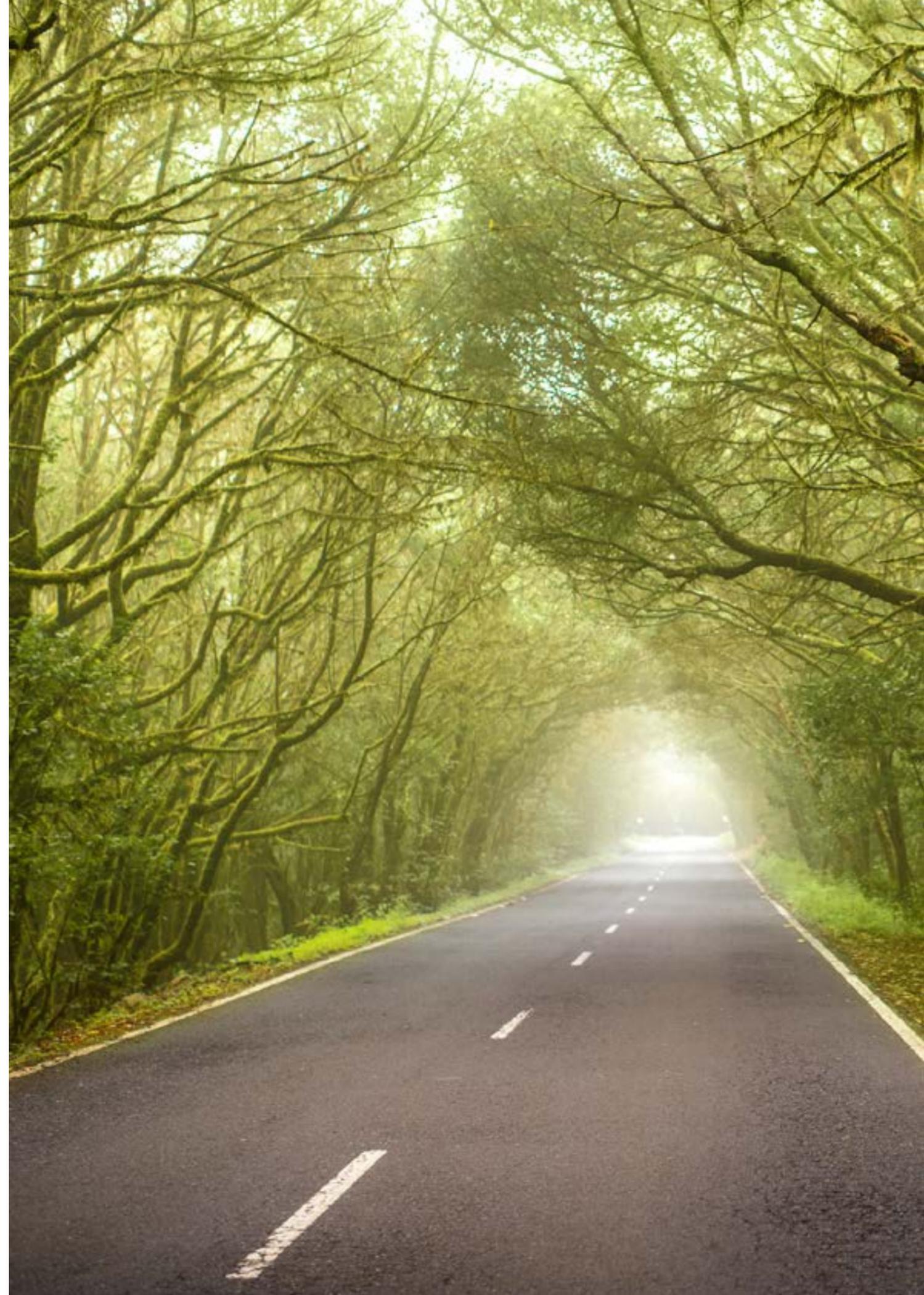
AML Training

CIB conducts an ongoing comprehensive anti-money laundering training program for the entire Bank staff in cooperation with the EMLCU/EBI to ensure staff awareness with applicable laws, regulations, and different patterns and techniques. Furthermore, financial crime compliance staff are regularly conducting tailored training sessions focused on staff roles, especially frontliners. Refresh e-learning modules are also followed to refresh staff knowledge and ensures up-to-date AML/CTF awareness.

In addition to that, CIB ensures that financial crime compliance staff are up-to-date with all AML international best practices and ensures that they possess relevant technical certificates and attend international conferences and seminars to increase awareness with financial crime risks, new trends, techniques, and the appropriate mitigation controls. Moreover, CIB followed the CBE's mandates regarding anti-money laundering activities such as:

- Mobile payment CDD measures in March 2019
- Prepaid cards CDD measures in March 2019
- Payment aggregator and facilitator in May 2019
- Contactless payments in June 2019
- Financial inclusion CDD measures in July 2019
- The EMLCU issued new CDD measures in August 2019 circulated to banks in September 2019
- Human trafficking, migrant smuggling crimes, and related red flags were circulated to branches in December 2019
- Egyptian National Risk Assessment (NRA) results were received from the EMLCU

The three lines of defense/control structure, where CIB Board of Directors and Senior Management represent the tone from the top and spread the compliance culture and ensure the establishment of a robust financial crime control framework within the bank:



1. All lines of businesses, operations management, and frontline staff represent the first line of defense, and are responsible for:

- a. Implementing and maintaining AML/CTF & KYC policies, procedures, and ensuring appropriate controls are in place in order to identify, assess, monitor, and mitigate financial crime risks of their business and allocating sufficient resources to effectively mitigate these risks.
- b. Strictly abiding by internal policies and procedures for preventing, detecting, and reporting suspicious transactions and behaviors to the Chief Compliance Officer (CCO) and/or FCC Head.

2. Financial Crime Compliance (FCC) Department; as a part of the second line of defense, is responsible for:

- a. The assessment, guidance, monitoring, and reporting of money laundering, terrorism financing, and financial sanctions risks.
- b. The design and implementation of the financial crime compliance program, including policies, procedures, and internal control framework.
- c. The submission of a quarterly report to the Board Audit committee on the compliance activities and evaluation of the full compliance function and its effectiveness. The report highlights identified gaps to close. The CCO may recommend changes to internal policies to increase the effectiveness and keep pace with local requirements as well as international best practices. The CCO and FCC Department Head are the focal point for all AML issues with internal and external authorities and responsible for reporting suspicious transactions to the EMLCU.

3. Internal Audit; as the third line of defense, is responsible for independently evaluating and validating the effectiveness of the compliance program.

Tax Compliance

The Foreign Account Tax Compliance Act (FATCA) division ensures correct implementation of FATCA regulations and actively follows up

on any new updates or requirements, in addition to reporting annually to the US Internal Revenue Service (IRS). During 2019, the FATCA division successfully uploaded two yearly reports to the IRS as a single Foreign Financial Institution (FFI) as well as another report as a sponsoring entity for CIB Mutual Funds. The division also provided continuous support for different cases to facilitate the smooth implementation of FATCA rules while ensuring customer satisfaction.

CBE Relations

The CBE Relations division acts as an advisor to all the Bank's departments to ensure they adhere to CBE regulations and instructions. CIB is the first local bank to establish a division that directly handles relations associated solely with the CBE. In 2019, the division assured regulatory instructions were adhered to without impact on the business. It collaborated with other divisions as needed to add value and guidance as well as assisted in the structuring of credit facilities to ensure their compliance with CBE regulations and lending guidelines. As of the third quarter of 2019, the CBE Relations division became part of the re-engineering of the Trade Finance division to enhance the Inward Documentary Collections (IDC) process, allowing it to be controlled and monitored through a workflow platform (BPM) thereby enhancing performance and efficiency.

Internal Audit

The Internal Audit group provides an independent and objective assurance and consulting activities to its stakeholders to add value and improve the organization's operations. It plays a vital role in supporting senior management in accomplishing the Bank's objectives by assessing the adequacy and effectiveness of the control system. In addition to this, it also evaluates and enhances the effectiveness of Enterprise Risk Management and governance processes.

The Board Audit committee acts as the backbone of the Internal Audit group. The Internal Audit group is empowered by directly reporting to the Audit committee, approving its mandate, and preserving its independence to act as a third line of defense. The Audit committee also performs a full oversight on all Internal Audit activities, according to a risk-based audit methodology.

Internal Audit employees are one of the group's key pillars. They are carefully selected to staff the department with diversified professional experience covering all banking functions and supported by professional certifications. The Bank continuously provides them with internal and external training, and they regularly attend international conferences to acquaint themselves with the latest international trends and methodologies.

External Auditor

The Board Audit committee recommends the appointment and/or termination of the external auditor, which is approved at the General Assembly Meeting of Shareholders. Moreover, the Board Audit committee evaluates the performance of the external auditor and endorses the prepared financial statements to ensure they reflect the Bank's performance and faithfully reveal its genuine financial position. In adherence to CBE regulations, external auditors are reappointed every five years to ensure objectivity and exposure to new practices. As a market leader, CIB was the first bank in Egypt to conduct an external quality assurance to its audit activities by an independent external audit firm in 2015. Three years later, this practice became mandatory in the Egyptian banking sector.

Business Continuity

CIB is empowered by its Business Continuity division. Strong organizations have to be ready to adapt and react to unforeseen circumstances and disasters, whether man-made or natural. The Business Continuity division plays an integral role in ensuring the organization's readiness to face any sudden event that may impact its operations/services and protects the Bank against any internal/external information/cyber security threats. This division is also responsible for raising the awareness of staff and customers on security issues through continuous awareness activities. Moreover, business continuity assists in maintaining the Bank's compliance status with industry and global standards and regulations.

Business Continuity Plan

CIB has full-fledged business continuity plans, which were developed to mitigate risks and

reduce potential negative issues and impacts of natural and man-made disasters. Our plans provide structure and guidance for the safety of customers and employees in the Bank's premises and regulated procedures for the continuity of the banking operations and services to be able to continue providing the best service possible to our customers.

To guarantee its effectiveness and reliability, our business continuity plans are reviewed and tested regularly, to ensure they account for technology, business, and regulatory changes, operations, structure, or location. The Bank undergoes annual disaster recovery drills and alternate site testing. The division continuously tests the effectiveness of the different security controls implemented within the environment and the proactive monitoring and detection of the Bank's security operations center. We monitor the number of reported security incidents by staff as well as customers. Also, we ensure annual compliance maintenance of ISO 22301, PCI, SWIFT, and CBE Regulations. We are in partnership with Secure Misr to assist and help the Bank maintain its PCI-DSS Certification on an annual basis.

Consumer Awareness

CIB maintains a strong customer awareness framework that communicates with the clients on different channels, including ATMs, digital channels, emails, and messages. The communication focuses on the Bank's responsibilities towards protecting the customers' information as well as the customers' sound security practices that should be followed to protect their information.

Cyber Security and Digital Risks

Digital transformation introduced a new security attack surface related to cyber and digital security risks, which needs enhanced security controls and measures to protect the environment against cyber threats. Information and cyber security risks enhance security measures and controls to mitigate the identified risks. Further enhancing the proactive detection and monitoring of such risks to minimize the impact on the confidentiality, availability, and integrity of the Bank's information assets.

The Bank follows a mature and secure software acquisition and development life cycle

process that ensures embedding the necessary security requirements at the early stages of any new project or business initiatives as well as implementing the necessary security measures, and controls in alignment with CIB's security polices, industry standards, and regulations. This is done in addition to the regular security assessments and tests that take place before the rollout of any new project and upon major changes.

Expanding Our Footprint Into Africa

Last year's sustainability report, "A Blossoming Land", mentioned how 2018 was marked as the year CIB contributed to the African Financial Arena. With geographical expansion set as part of our corporate strategy, CIB has focused on our African neighbors. CIB's Correspondent Banking team expanded its coverage of Sub-Saharan Africa to include a portfolio of banking relationships in 22 countries across different regions of the continent.

2019 witnessed CIB spearheading change in local and regional markets by engaging and being showcased in multilateral task forces and regional forces alike, including joining the World Economic Forum (Africa), Smart Africa, and the European and African Union's Digital Economy Task Force (EU AU DETF). Moreover, CIB partnered with Carnegie Mellon University, a global leading data science university, to provide real-life business case practicum courses to their Master of Science in Information Technology (MSIT) degree program cohort in Kigali, Rwanda.

To maintain its geographical expansion, CIB established its Ethiopia Representative Office in April 2019 in Kirkos Sub City, Addis Ababa, and has been fully operational since 19 July 2019. Entering one of the most attractive markets in the region, with one of the highest GDP growth rates globally over the last few years and the second-largest population in Africa, CIB will be able to further its expansion strategy for tremendous growth opportunities. The office works closely with Egyptian corporations operating in Ethiopia, as well as international and local financial institutions to



offer creative solutions for their foreign and local financing needs. The office maintains and builds relationships with Egyptian expatriates in Ethiopia and focuses on developing strong ties with Ethiopian banks to pave the way for establishing on-the-ground market intelligence within the country. As of April 2020, we completed a transaction that will see CIB enter the Kenyan market, further expanding our geographical reach.

CIB has always been on the lookout for productive organic growth opportunities that diversify its operations, balance sheet structure, and sources of income. Given the fundamental similarities the region shares with Egypt, CIB management concluded that Africa — specifically East African countries — being a natural geographic extension to Egypt, presents lucrative growth opportunities for CIB.

In addition to its plentiful attractive investment opportunities, the English-speaking region is also a key market for Egypt-based products in several sectors, and its political stability, as ascertained by the Bank's recently developed political risk index, only underscore its attractiveness. Moreover, East African countries are part of the African Continental Free Trade Area (ACFTA), which is expected to allow the free movement

of business travelers and investments, create a continental customs union to streamline trade, and attract long-term investment in Africa. Additionally, these countries have a successful record of accomplishments in digital banking and financial inclusion, which offers CIB an unmatched learning opportunity in these arenas.

Digital Economy Task Force (DETF)

CIB is the sole representative of Egypt's private sector in the Digital Economy Task Force (DETF). It is a joint venture between the African Union and the European Union. This invitation cements CIB's position as a leader in the development of the financial sector, and the digitalization of banking services, ultimately leading to financial inclusion. The DETF consists of multiple stakeholders from government, civil society, financial institutions, development agencies, and the private sector gathered to achieve cross-border integration and cooperation in Africa. Through this platform, the DETF seeks to establish its goals by developing policies and recommendations to create alignment across the national, regional, and continental levels and ensure synergies between the initiatives under implantation. This platform enables CIB to play a pivotal role in the African continent's digital transformation and Egypt's national and regional aspiration.



We're in this Together COVID-19 Outbreak

Working With All Our Stakeholders to Combat COVID-19

Protect, Serve, and Support

It is in times of crisis that true leadership shines, managing adversities and sustaining resilience while showing actionable compassion. In this unprecedented era of the COVID-19 crisis, the global economy is shaking, people are experiencing financial difficulties, and small businesses are on the verge of default. CIB acknowledges its responsibility and role in backing its stakeholders in the face of calamity.

During such pressing times, we put our agility in motion on every possible level. Our digital transformation strategy allows us to respond when our nation called upon us. The CBE deployed measures to support the country in maneuvering its economy through these difficult times, with the goal of protecting businesses and individuals, which CIB has actively implemented.

Throughout this crisis, we are protecting our employees, serving our customers, and supporting our community. We are committed to fulfilling our customers' banking needs while guaranteeing the safety and well-being of our customers and employees. Our teams are taking all necessary precautions to provide uninterrupted services through our various banking channels for your safety and convenience.

We Protect Our Employees

We are striving to protect our most valuable asset, our employees. To this end, CIB has reduced the number of employees per branch while still maintaining our capacity to serve clients. In addition, several branches were closed for sanitation where deemed necessary. We have also accommodated workflow changes as a preventive measure for employees.

We activated our work from home plans, with priority given to those at greatest risk (individuals with medical conditions, pregnant women, and mothers with childcare needs).

We have prohibited all physical meetings, and suspended all business trips and all training programs, both in Egypt and abroad. Moreover, all interviews and assessments are being conducted online.

We understand that exchanging banknotes is a potential threat and a possible source of infection, so medical gloves were provided to all employees that handle cash and work at central vaults. Specialized sterilization measures and constant hand sanitization measures have been implemented across all service areas.

14 days of paid leave is granted to any staff member suffering from COVID-19 symptoms, or who has been in close contact with family or friends suffering from symptoms, or who has recently traveled. This will allow them to self-isolate at home and prioritize their health.

All CIB staff and their families enjoy medical insurance provided by the nation's top insurers. In addition, CIB has set up a 24/7 hotline for employees reporting any coronavirus symptoms so they can determine what actions need to be taken and how to handle the situation.

We Serve Our Customers

At CIB, we have immediately applied social distancing measures by admitting fewer customers in our waiting areas at all times. Floor stickers to promote social distancing have been added to our ATM areas and hand sanitizer dispensers have been installed at CIB ATMs.

CIB has complied with the new CBE regulations, reflected in our efforts to promote digital banking, reduce banking fees, and raise public awareness. More specifically, CIB has waived non-CIB ATM withdrawal fees and adjusted withdrawal and deposit limits, increased debit and credit card contactless transaction limits,

Bank
safely



Hello!
I'm Zaki



removed late payment fees, postponed installments on personal and mortgage loans for six months with no penalties, and more.

As a strong advocate for SMEs, we support our clients in managing this crisis by easing their financial obligations, such as forgiving half of the principal on loans to nonperforming clients and to fully forgive unearned interest.

Our business banking clients can apply online for any Business Banking product and submit all documents electronically. Our newly dedicated SME contact center (Egypt's first) will provide the needed assistance to SME clients on all banking inquiries in this difficult time.

Leveraging Digital Banking

On a positive note, digital banking has been a safety-net during this crisis. Through our digital banking services, we offer our customers a more hygienic way to bank. Our marketing efforts are focused on driving traffic away from branches and towards digital channels and ATMs while ensuring access and availability to our digital services. We have published tutorial videos on our public website, YouTube, and Facebook explaining how to access and use our digital channels.

Our comprehensive suite of digital payment solutions and services will minimize CIB clients' need to use cash and lessen the need to visit branches. Zaki the Bot is another channel that can absorb the increase in customer inquiries.

Smart Wallet fees have been waived for the following transactions: P2P transfers, VCN, and cash-out transactions through ATMs.

Supporting Our Community

In line with our commitment to support our community from the impacts of COVID-19, CIB has taken the initiative to support citizens that are struggling during these challenging times by partnering with and contributing to the efforts of the foundations that are responding to those in need.

CIB has partnered with the Egyptian Food Bank with a fund of EGP 1.6 million to support the urgent needs of 10,000 families whose main source of income has been impacted during this crisis. This contribution was in response to the "Good Challenge" initiative that went viral amongst senior government officials,

key figures, and business leaders. Additionally, CIB is depositing EGP 8 million in the Emergency and Crisis Account at Banque Misr, a fund devoted to supporting the households and businesses that have been deeply affected by the current circumstances, an initiative led by the Federation of Egyptian Banks in coordination with the Central Bank of Egypt.

While financial donations are an immediate way to support the community, the most critical contributions are those that support the healthcare system in treating and preventing the spread of the virus. CIB is donating USD 2.5 million to Tahya Misr to buy 100 RT-PCR detection kits to increase the testing capacity for COVID-19 across Egypt.

As Egypt's leading private sector bank, CIB is constantly exploring further initiatives and proactive measures to ensure the safety and wellbeing of our community.

“Our marketing efforts during the COVID pandemic are focused on driving traffic away from branches and towards digital channels and ATMs and ensuring access and availability to our digital services.”



2019 Awards



Middle East's Best Bank for Corporate Responsibility,
Euromoney

Best Bank in Egypt, Global Finance

Best Bank in Egypt, Euromoney

Best Online Portal Services, Global Finance

Best Information Security and Fraud Management, Global
Finance

Best Online Deposit, Credit, and Investment Product Offerings,
Global Finance

Best Bill Payment and Presentment, Global Finance

Best Integrated Consumer Banking Site, Global Finance

Best in Mobile Banking, Global Finance



Best Mobile Banking App, Global Finance

Most Innovative Digital Bank and Best Trade Finance Services,
Global Finance

Best Trade Finance Provider in Egypt, Global Finance

Best Treasury and Cash Management Providers in Egypt, Global
Finance

Best Subcustodian Bank in Egypt, Global Finance

Best Bank for Payments and Collections in the Middle East,
Global Finance

Best FX Services, EMEA Finance

Best Payment Services in North Africa, EMEA Finance

**Number 38 on Forbes Middle East's "Top 100 Listed Companies
in the Arab World"** (highest of the four Egyptian companies listed)



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Independent Assurance Statement

To the Board of Directors Commercial International Bank (CIB)

Introduction

Dcarbon is a local sustainability and environmental consultancy firm registered under the 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 main focus is to assist organizations, public and private, in understanding and addressing their economic, environmental, and social impact.

DCarbon was engaged by CIB to perform an independent assurance on its sustainability reporting process ('the Report'), in order to advance the implementation of GRI reporting principles and disclosures for fulfilling the GRI Standards (Core option).

Scope, Boundary, and Limitations

The scope of assurance has included data and information for the period 1 January 2018 to 31 December 2019 for operations in Egypt, based on GRI Standards in accordance with Core option.

The boundary of the report comprises of data and information that were captured across its operational business lines. The boundary equally includes the Bank's Head Office support functions, Corporate Governance, and stakeholders' engagements as part of this assurance and as indicated in the Report.

Assurance scope excludes:

- Data and information in the Report outside this reporting period indicating forward-looking statements by CIB.
- Verification statements indicating testimonials, opinions, success stories, and/or aspirations.

- Verification of claims (limited to data and information presented).

Assurance procedures back-end reviews and data assessments were conducted by DCarbon's Senior Economist, Ms. Amira El Masrafawy.

The assurance included Dcarbon's multidisciplinary independent team of experts in auditing environmental, social, and economic information while abiding to our values of integrity, confidentiality, professional competence, objectivity, and due attention.

The nature, timing, and extent of procedures selected depended on our engagements with the bank, data provided, and the approval of CIB's Sustainability Governance Body delegated by the Board of Directors.

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

- Review of internal policy, procedures, and strategy documents as provided by the Bank.
- Review of materiality and stakeholders' engagement framework deployed at CIB.
- Assessment of the systems used for data collection and reporting of 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 (Core option and Topic Specific Standard Disclosures of material topics as listed in the report).
- Review of the Report to ensure that there is no misrepresentation of disclosures as per the scope of assurance and our findings.

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement.

The level of Reasonable Assurance was obtained in regard to the disclosures covering governance, strategy, stakeholders' engagement practices, materiality assessment, scale of the organization, products and services, market presence, employee well-being, and management approach of activities under social investments.

A Limited Assurance level was obtained for disclosures on environmental footprint and procurement practices.

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

Conclusion

We have reviewed the Sustainability Report of the Commercial International Bank. Considering the risk of material error, we received necessary explanations from the bank to support sufficient evidence to our assurance conclusion. Based on the activities performed and evidences received, in our opinion, the Commercial International Bank has complied, in all material respects, with the GRI Standards (Core Option) for sustainability reporting criteria.

May Elwany
 Vice-president of Strategy & Lead Expert
 Lead Report Auditor

Ehab Shalaby, Ph.D.
 Chairman & CEO

