

Sustainability Report

2015



Shaping the Future



A BANK TO TRUST

Scope of the Report

Reporting period

All data and figures in this GRI-based report cover the period from January-December 2015.

Date of most recent report

2015

Reporting cycle

CIB publishes a GRI sustainability report every year



Disclaimer

This sustainability report is our second stand-alone report which features all our performance indicators for 2015. It has been compiled according to the G4 Guidelines of the Global Reporting Initiative (GRI), including the Financial Services Sector Supplement. We are particularly proud of the report as it showcases the efforts and achievements of the Bank and its subsidiaries and reflects CIB’s Corporate Social Responsibility (CSR) strategy. Special emphasis has been placed on ‘green banking’ practices, as the key theme of the reporting year, along with the general highlights of our social and environmental performance. We hope that through this report our stakeholders will gain a clearer understanding of CIB’s efforts in developing a sustainable business strategy that positively impacts the communities in which we operate.

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Contents

Chairman’s Note	02
Key Impacts	04
Organizational Profile	06
Products & Services	10
Ownership & Legal Structure	14
Marketing & Communication	16
Scale & Financial Performance	18
Process & Methodology	20
Stakeholders	24
Corporate Governance	30
Business Continuity	34
Compliance	36
Risk Management	38
Digital Banking	42
Our Employees	46
Corporate Citizenship	52
Our Impact	54
Recognition & Memberships	70
Annex 1	72
Annex 2	74

Chairman's Note

Leading By Example



Dear Stakeholders,

Seen only as a moral imperative, sustainability will never take root in a business, but remains an afterthought — a buzzword mumbled at the right moments in investor meetings, in discussions with clients, in urging staff participation in community events. It is only when sustainable practices and the philosophy that underpins it becomes a part of the bedrock of an institution that it can make a lasting, positive impact on the communities and environments in which one does business.

It is with this in mind that I am delighted to present you our Annual Sustainability Report for 2015, reporting to our clients, our investors, our people and our society how we define sustainability, how it shapes the business practices that allow us to create long-term shareholder value, and how it motivates us to minimize our negative environmental impact, do better by our clients, and safeguard the trusts we are sworn to hold.

We worked consistently throughout 2015 to strengthen our corporate governance framework, including augmenting our management team with outstanding leadership talent both from within the Bank and from the wider industry. For existing staff, we have continued

to adhere to our institutional values as regards how we evaluate, promote and remunerate our people. And as a team, we have invested considerable effort on customer centricity, digitization, data security and business continuity — all cornerstones of how we safeguard our clients' interests and those of our shareholders.

Guided by the values in which we believe, we continued to closely monitor impact of our business on the environment and on our community, a commitment that extends far beyond banking practices. In our corporate responsibility profile, we have undertaken initiatives in fields including support for the delivery of quality health services and the preservation of the environment. The Bank strives to protect air and water quality, reduce waste, optimize operating costs, advance the use of renewable energy, create markets for 'green' products and services, improve productivity, boost economic performance, and heighten aesthetic quality. Moreover, our Sustainable Development Unit continues to enthusiastically advance the concept of sustainability through awareness-raising and other initiatives undertaken by committed CIBians, as they proudly call themselves.

We believe that real social engagement is less about charity than it is about creating sustainable social change. We aspire to a better future — and in realizing this dream, we expect tremendous effort to be exerted to create a sustainable institution that remains profitable for its shareholders.

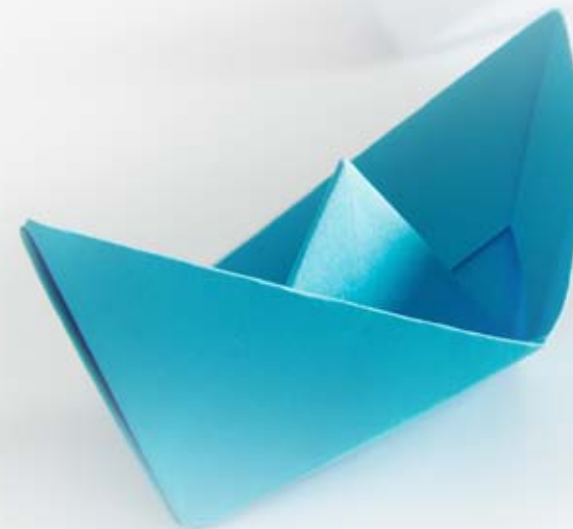
I am very proud of our staff and of what we have achieved as an institution. We look forward to building on these efforts in the years to come.

Yours sincerely,

Hisham Ezz Al-Arab
Chairman and Managing Director



We believe that real social engagement is less about charity than it is about creating sustainable social change





Key Impacts

Managing Risks & Maximizing Opportunities

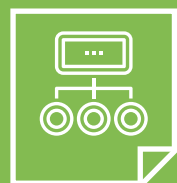
CIB's overarching goal is to mitigate the potential direct and indirect impact of our operations. We do so by conducting a close observation of global economic, social, and environmental developments while in close consultation with experts and non-governmental organizations who help us ensure sustainable operations. Our risk management goes beyond mere conversion of such observations into policies for the company, as we also use them to define which transactions to fund —and which ones not to. Beyond that, we develop the market and provide products and services that have the potential to be agents of sustainable development themselves.

Despite the ongoing political and economic volatility in the region, Egypt remains equipped with healthy investment opportunities and we are confident that the route of ongoing economic reforms will facilitate the actualization of the country's full potential; a development made possible by the government's continuous efforts to initiate megaprojects across varying industries.

Commercial Banking: Balancing the Scales of Success

Our growth strategy is to achieve sustainable and profitable growth based on customer centricity, operational efficiency, and organizational development. Our main objective is the healthy management of our portfolio while maintaining sound capital, profitability, and asset quality. Accordingly, CIB has decided to gear all of its efforts towards commercial banking activities, as the potential growth opportunities that exist in the Egyptian banking sector require CIB's full attention if we are to not only maintain but

enhance our leadership position. To deliver on this strategy, the Bank has started to gradually off-load its non-core investments. While sustainability is about the future of our society, for today's industries and businesses, it is also about commercial success. The mandate to transform businesses to respect environmental limits while fulfilling social wants and needs has become an unparalleled platform for innovation, one that provides massive opportunities to compete and adapt to a rapidly evolving world.



Organizational Profile

A History to be Proud of, a Bank to Trust

Commercial International Bank (CIB) was founded in 1975 as Chase National Bank, a joint venture between Chase Manhattan Bank (49%) and the National Bank of Egypt (NBE) (51%), thus becoming the first joint venture in the country's history. In 1987, a shift in its international strategy caused Chase to divest its ownership stake, which NBE then acquired, adopting the new name Commercial International Bank. Today, CIB is Egypt's leading private sector bank, offering a broad range of financial products and services to its clients, including enterprises, institutions of all sizes, high-net-worth (HNW) individuals, and retail customers.

In addition to traditional asset and liability products, CIB offers wealth management, securitization, direct investment, and treasury services, all delivered through client-centric teams. The Bank also owns a number of subsidiaries, including CI Capital (which offers asset management, investment banking, brokerage and research services, and recently financial leasing, after it acquired CIB's stake in CORPLEASE in December 2015), Falcon Group, and Egypt Factors.

Our Vision

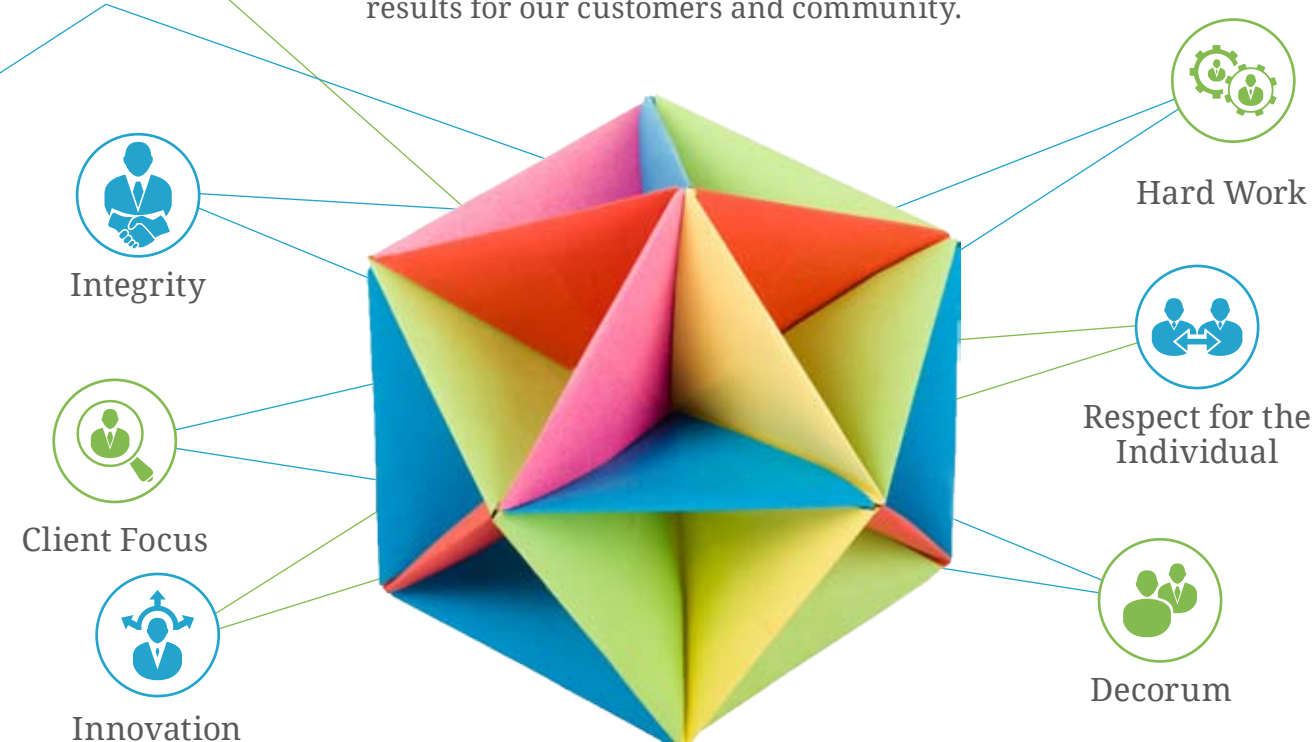
To uphold CIB's distinct reputation as a leading and trusted financial institution in Egypt, respected for its people, strong core values, performance, and commitment to inclusive, responsible, and sustainable growth.

Our Mission

To create outstanding stakeholder value by providing best-in-class financial solutions to the individuals and enterprises that drive Egypt's economy. Through our innovative product offerings, superior customer service, staff development strategies, and commitment to sustainability, we are confident that our ambitions will be fulfilled to help shape the future of banking in Egypt for years to come.

Our Values

A number of core values outline the way in which CIB employees work together to deliver effective results for our customers and community.



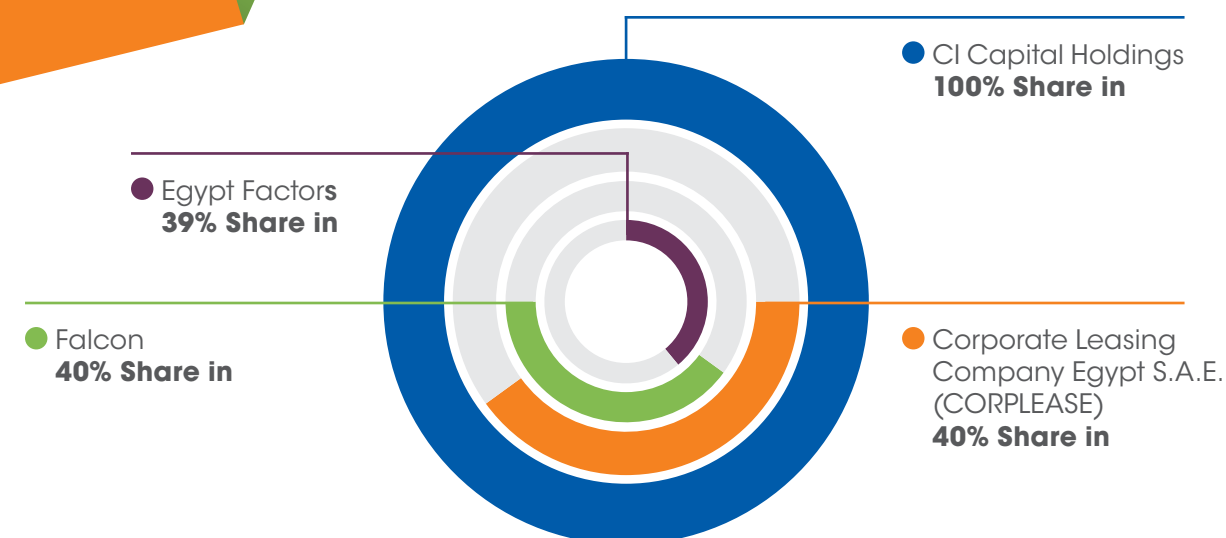


Organizational Profile

Creating Synergies

Control exists when the Bank has the power, directly or indirectly, to govern the financial and operating policies of an entity in order for it to bear fruit from its activities. The financial statements of our subsidiaries are included in the consolidated financial state-

ments from the date that control commences until the date that control ceases. CIB owns a number of subsidiaries, including CI Capital Holdings, Falcon Group, Egypt Factors, and Corporate Leasing Company (Egypt) SAE (CORPLEASE).



CIB's share in its subsidiaries

Our Subsidiaries



CI Capital Holdings

CI Capital Holding ("CI Capital" or the "Group") is a leading Egyptian investment banking, securities, and investment management firm. The Group is a wholly-owned subsidiary of CIB, Egypt's largest private-sector commercial bank. Through its headquarters in Cairo and offices in New York and Dubai, CI Capital offers a wide range of financial services to a diversified client base that includes individual, high-net-worth (HNW) institutional investors, and corporate clients. The Group offers its services across six business lines: Securities Brokerage, Equity Research, Asset Management, Investment Banking Advisory, Leasing, and Private Equity.



Corporate Leasing Company Egypt S.A.E. (CORPLEASE)

Successfully operating in the domestic market since 2004, CORPLEASE is the leading financial leasing company in Egypt. The company provides leasing products and services tailored to meet corporate capital expenditure needs for a wide variety of assets, which include commercial real estate, equipment financing, plant and machinery financing, transportation assets, systems & IT, office equipment, and fleet management.



Falcon

Falcon Group is an Egyptian joint venture between CIB, the CIB Employees Fund, Al-Ahly for Marketing, and other private entities. CIB owns 40% of the Group. Falcon Group offers a full suite of Security Services, such as private security, premises protection, Cash-in-Transit (CIT), Electronic Security System Solutions, General and Facility Management Services, and Touristic and Governmental Concierge Services. The Group has been the main security service provider for a number of top-tier governmental and non-governmental organizations, such as the United Nations and a number of embassies in Egypt. In addition to being ISO 9001 and 9002 certified, the Group also received the "Knight Award" from the ISO association in the UAE in 2013.



Egypt Factors

Egypt Factors (EGF) is a joint venture between CIB and the Malta-based FIMBank PLC. Each entity owns 40% of the joint venture, with the International Finance Corporation (IFC) – a member of the World Bank Group – holding the remaining 20%. EGF is the first non-banking financial institution in Egypt to purely specialize in factoring, and is the first registered company on the Egyptian Register for Factoring Companies.



Products & Services

Service That Ensures, Care That Endures

CIB Offers a Wide Range of Sustainable Products & Services

CIB strives to offer products and services that have a positive and sustainable impact on society. As such, we seek to mobilize capital for businesses that are sustainable and facilitate procedures for environmentally friendly projects. Such stipulations affirm our commitment to integrate sustainability into our core business model. CIB also offers a wide range of sustainable products and services, including sustainable corporate banking, debt capital that entails facilitating market access for large borrowers, and consumer banking, which dedicates exceptional efforts to improve customer satisfaction levels by ensuring the delivery of a consistently positive customer experience every time.

The development of the SME segment in Egypt is not only an important driver of our CSR strategy but also a key pillar of CIB's business strategy. Sustainability has been successfully integrated into our core business guiding everything we do; from the products and services that we offer, to the way we run our bank and support our communities.

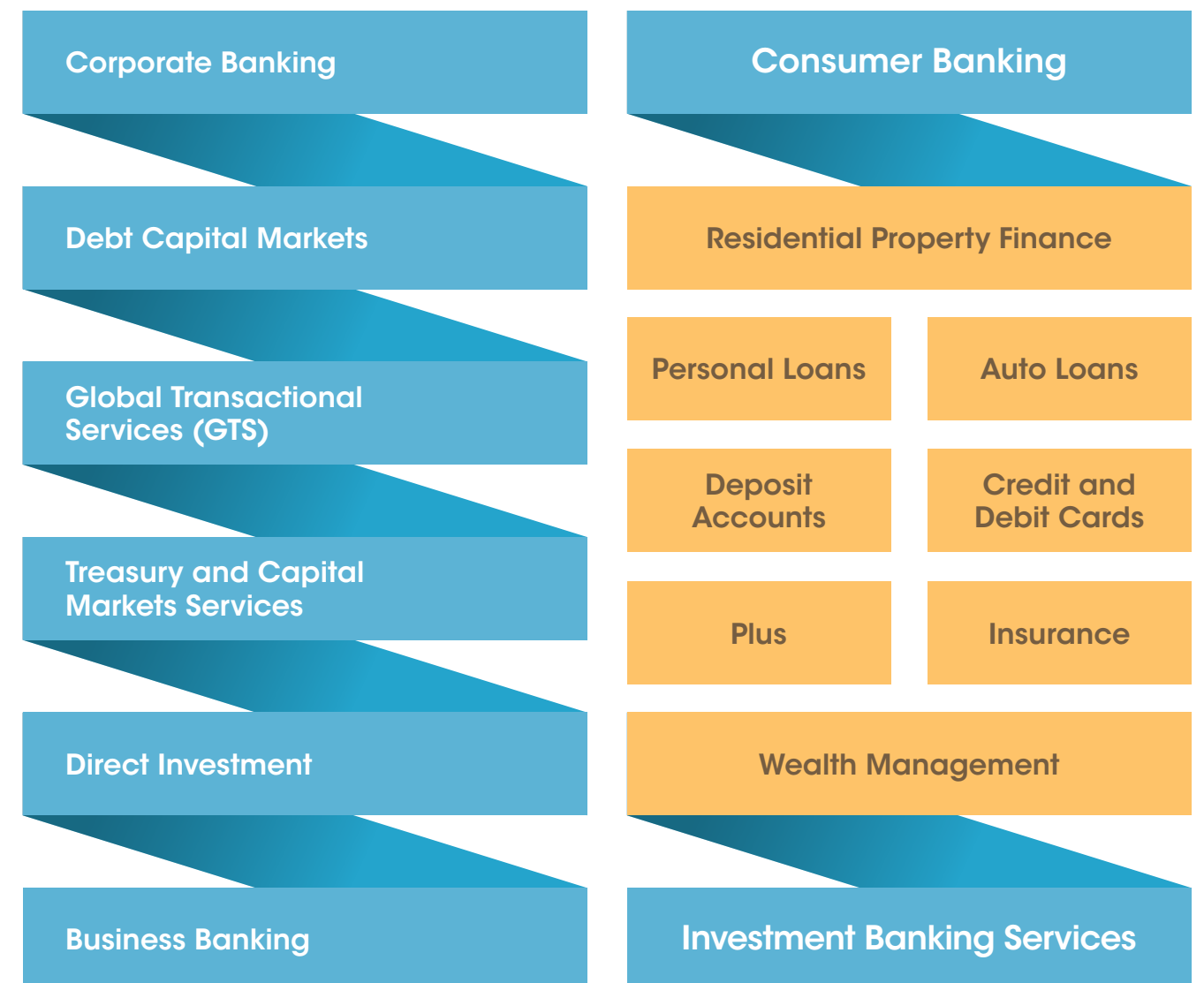
Business Banking

Business Banking focuses on the development and support of smaller and medium sized companies as these businesses are considered the cornerstone of our country's economy and Egypt's future corporations.

We support these SMEs by creating comprehensive business and financial solutions that will best suit their needs. To this end, it has been crucial for CIB to develop strategic alliances that enable us to support the financing of SMEs with credit guaranteeing companies and other entities that will eventually help these small and medium enterprises grow their businesses and maximize their profits. CIB Business Banking will continue to support smaller-sized companies in the coming period which is in keeping with our strategy to create new products and solutions that will allow micro sized companies and the unbanked sector to benefit from tailored solutions that are well-suited to their financial needs and capabilities.



CIB's Products & Services





Products & Services

We believe that our social role also includes a mandate to improve talent acquisition, employee compensation, customer security and privacy, customer transparency, responsible products, and financial inclusion. Focusing on these crucial issues will not only have a positive impact on our direct operations, it will also enable us to encourage more responsible practices on the part of our customers.

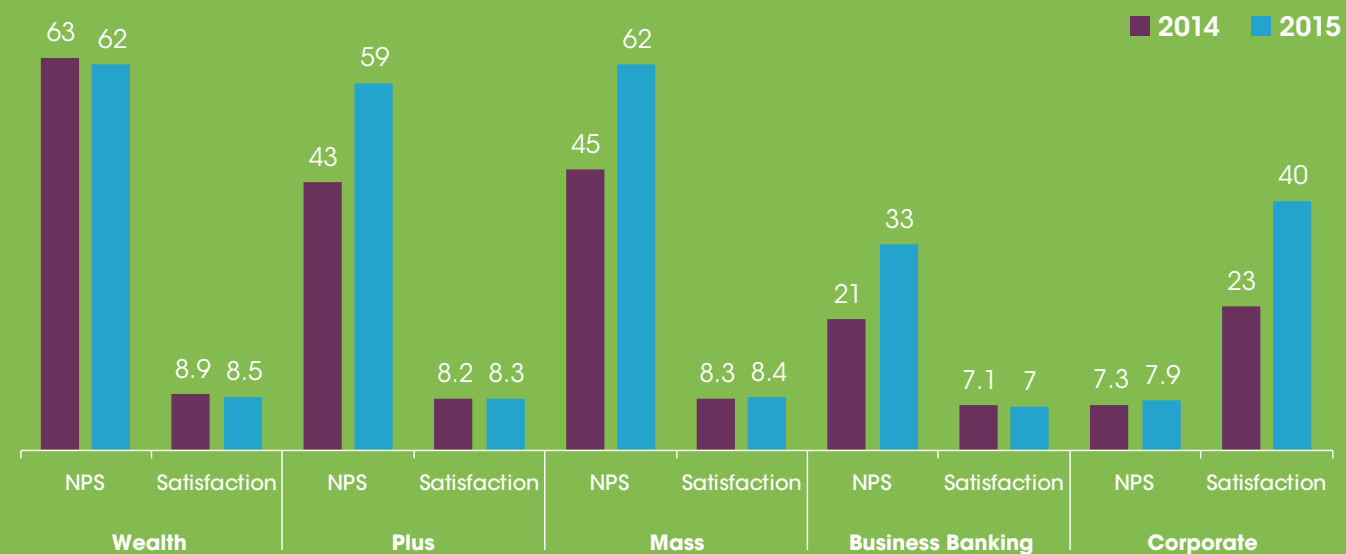
Customer Care Division

The Customer care Division at CIB is concerned with monitoring and addressing customer satisfaction across all of the Bank's services. To this effect, a large number of reports are generated with the purpose of incorporating client feedback and/or concerns into CIB's key decision making processes. Externally, the division's purpose is to ensure that our customers receive services on time, in full, and with no error. In terms of our own operations, we develop an internally accumulated customer experience in each area with service indicators to help us in our endeavor to continuously improve our

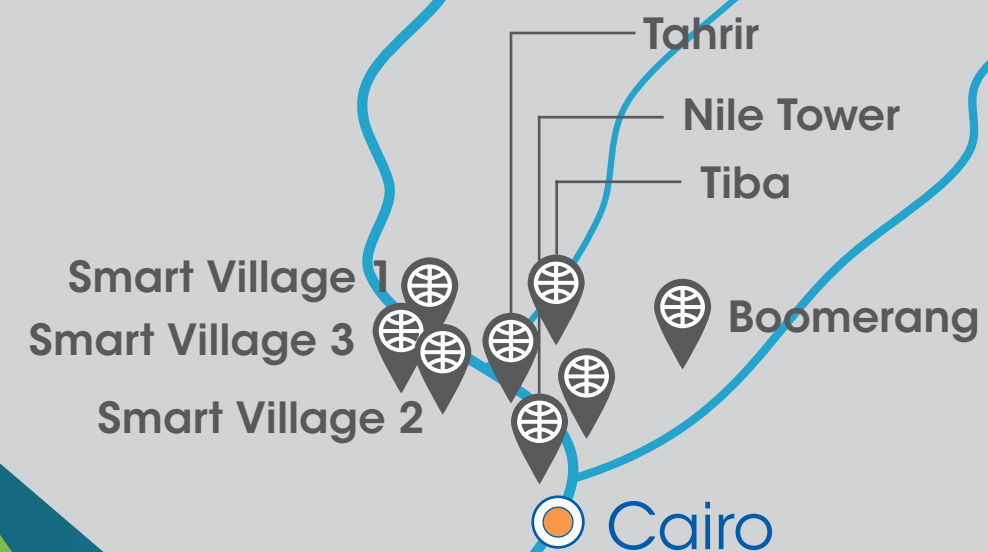
services. These reports are periodically verified by a third party through Satisfaction and NPS surveys that help benchmark the organization against regional and international best practices by maintaining a comprehensive and well monitored Index.

Customer Care and Experience directly reports to both the COO and the Chairman and Managing Director, and outcomes are discussed on a monthly basis by a forum formed to process the indicators so that timely decisions can be made to mitigate any risks. All CIB's area heads are members of the said forum due to the significance of its impact covering everything from service to accountability and market positioning. In 2015, The Customer Care Division conducted several Customer Satisfaction / NPS Surveys which positioned the Bank well ahead of its competitors in the market. Specific surveys covered key areas including corporate customers, wealth, and business banking in addition to mass Satisfaction and NPS surveys which covered all aspects of our operation.

Customer Satisfaction Surveys



CIB headquarters in Cairo, Egypt





Ownership & Legal Structure

Maintaining a Balanced Portfolio

Acquisitions & Divestments

Acquisition of Citibank's Retail Portfolio

In accordance with the Bank's strategy to expand its commercial activities, CIB capitalized on an opportunity in the consumer-banking sector when Citibank announced earlier this year that it would be selling its Egyptian retail portfolio. In 2015, the Bank acquired around USD 135 million in assets, USD 190 million in deposits, 100,000 customer accounts, 822 full-time consumers banking and contract employees, eight Citibank branches, and Citibank's ATM network of 21 machines. This transaction added around 72,000 credit card accounts to CIB's existing base of 270,000 credit card customers, catapulting the Bank among Egypt's market leaders in the credit card business.

Divestment of CIL

In line with the Bank's strategy to divest non-core holdings, CIB has sold 45% of its stake in Commercial International Life Insurance Company (CIL) to AXA, a leading global insurance player that also bought the UK's Legal and General 55% stake in CIL. The transaction was concluded in November 2015. In order to continue offering excellent value-for-money insurance products to our clients, CIB signed a 10-year partnership agreement with AXA that grants the Bank exclusive distribution rights for AXA in Egypt.



Developing a Trusted Brand

CIB's Consumer Banking Marketing and Communication department works closely with the business to set a cohesive marketing & communication strategy for products, segments, and channels that are in line with CIB's overall business strategy and objectives. Customer communication aims to influence the behaviour of customers/non-customers towards CIB's broad range of products and services. As a responsible organization, CIB identifies sustainability as a main pillar within its business model. In 2015, the Bank's market share of total loans amounted to 8.05%; while deposit market share reached 8.4% as of October 2015, maintaining CIB's leading position among all private-sector banks.

There are diversified objectives of sustainability within the scope of Marketing and Communication that position CIB as a bank that is here to stay. Integrated communication is done through all available channels, be it conventional or trendy. CIB has established a prominent presence across social media and digital platforms, with on-the-ground activations, and through events. The incorporation of sustainability in Marketing and Communication is established through the offering of sustainable products and services and by maintaining excellence in after sales services.

We believe that product communication should be simple, clear, and informative. Thus, developing structured and integrated customer communication tactics is vital to our operations and requires round the clock monitoring of product life cycles. As part of our corporate responsibil-

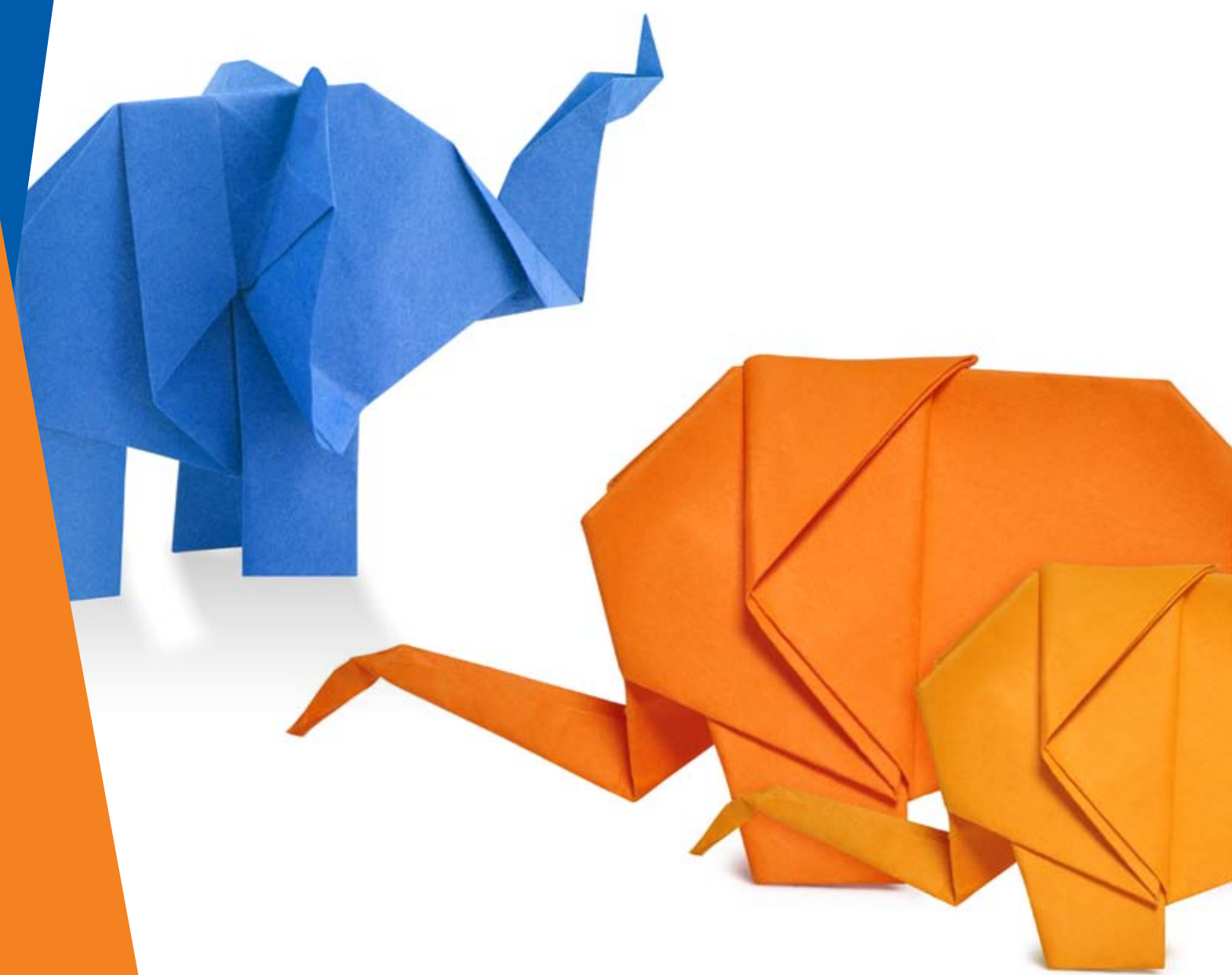
ity, we are committed to treating our customers with full transparency, offering them credible real value propositions, and rewarding them for being loyal customers.

Consumer-related objectives and goals can never be fully realized without establishing a favorable brand image and reputation amongst all of the Bank's stakeholder groups. This integral mission is fulfilled by the Brand & Corporate Communications team. This department is the primary channel for promoting CIB's brand image and exposure, so that stakeholders can reciprocate with practices that are conducive to the success of CIB. The department draws out the regulations governing the Bank's internal and external communications platforms in a way that supports the pursuit of CIB's overall goals as described in its mandate, vision, and mission.

The CIB Brand and Corporate Communications department is dedicated to generating innovative practices that promote the Bank's position and image in the market. It is a priority for the CIB Brand department to express the Bank's brand strategy across all segments, channels, and products. The department is responsible for content and information management for external and internal use, alongside contribution to several areas such as internal and external branding projects and activations, sponsorships, CSR initiatives and overall brand production. Nevertheless, it is the department's responsibility to maintain, strengthen and protect the brand reputation across media platforms, both locally and internationally.



We believe that product communication should be simple, clear and informative





Scale & Financial Performance

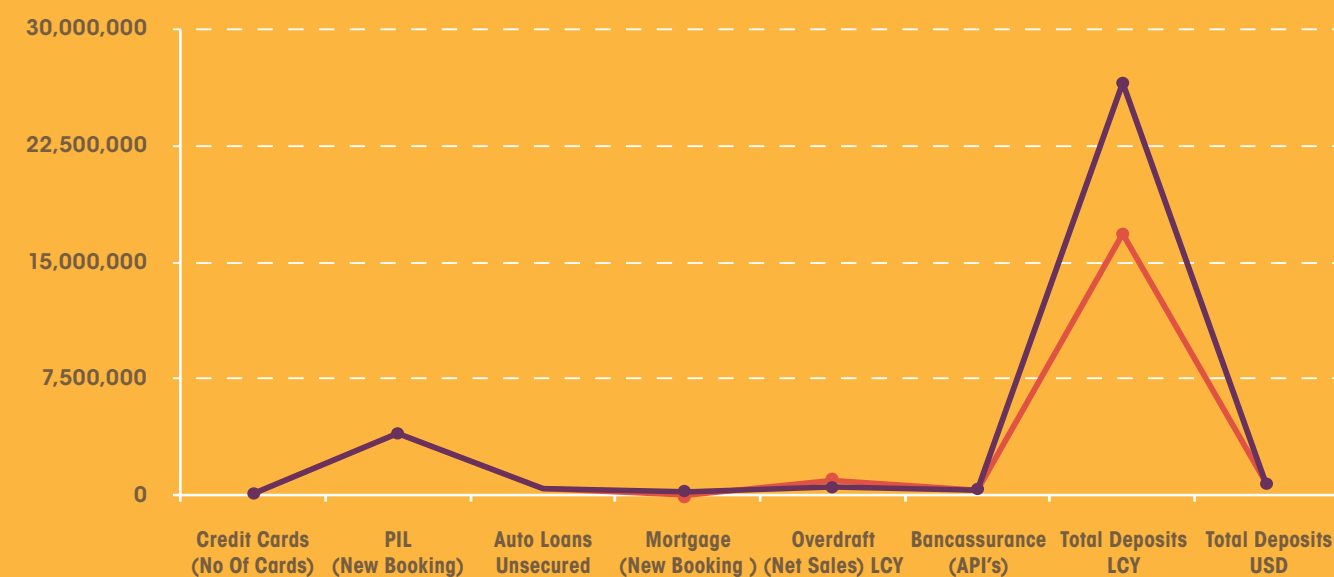
Sustaining Profitability

CIB has Managed to Remain Profitable Despite Market Volatility

In 2015, CIB generated a gross income of c. EGP 6.5 billion, with a head-count of 5983 employees. CIB's operating profit for 2015 came to EGP 6.4 billion. The Bank's total assets as of 31 December 2015 stood at EGP 179.5

billion, 19.9% higher than the previous year. CIB ranked first for ESG Score on the S&P/EGX ESG Index in 2015, a testament to the leadership role that the Bank has been playing as an ESG pioneer in Egypt.

Consumer Products FY15 Sales Performance



ESG Pioneers:

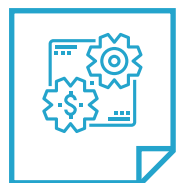
CIB ranked first for ESG Score on the S&P/EGX Index in 2015



EGP 6.4 bn
CIB's operating profit
in 2015

19.9%
Y-O-Y increase in the Bank's
total assets in 2015





Process & Methodology

A Data Driven Approach to Sustainability

In 2015, we reassessed the non-financial drivers that have a direct or indirect material impact on CIB's ability to create, preserve, or reduce economic, environmental, and social value for all stakeholders. We used the guidance of the Global Reporting Initiative (GRI) G4 standard to evaluate non-financial topics relevant to the Bank. We began with focused desk research, which identified material issues for the financial sector and that was based on a detailed stakeholder dialogue. We also reviewed researched perspectives from stakeholder groups including investors, shareholders, customers, employees, suppliers, regulators, society, and NGOs.

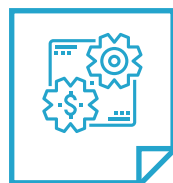
This research fed into an internal prioritization exercise which identified topics that are of significance to CIB and its stakeholders, listed in 14 areas. To validate the results, a survey was issued to our key stakeholders

and employees across the business and basic functions that covered all corporate levels, and rated the perceived impact of each topic on our financial performance, client relations, and reputation.

The scope of our assessment also covered the activities of all of CIB's business units and basic functions on a national scale, taking a broad view of our impacts. We assessed the impacts with regard to the boundaries within and outside our operations at CIB. Our business and infrastructure units and their stakeholders are impacted in different ways. In the case of asset management and corporate banking, our impacts are affected by the practices of the companies in which we invest and the locations where our corporate clients operate. For retail banking, the main implications of our operations are directed to our clients.



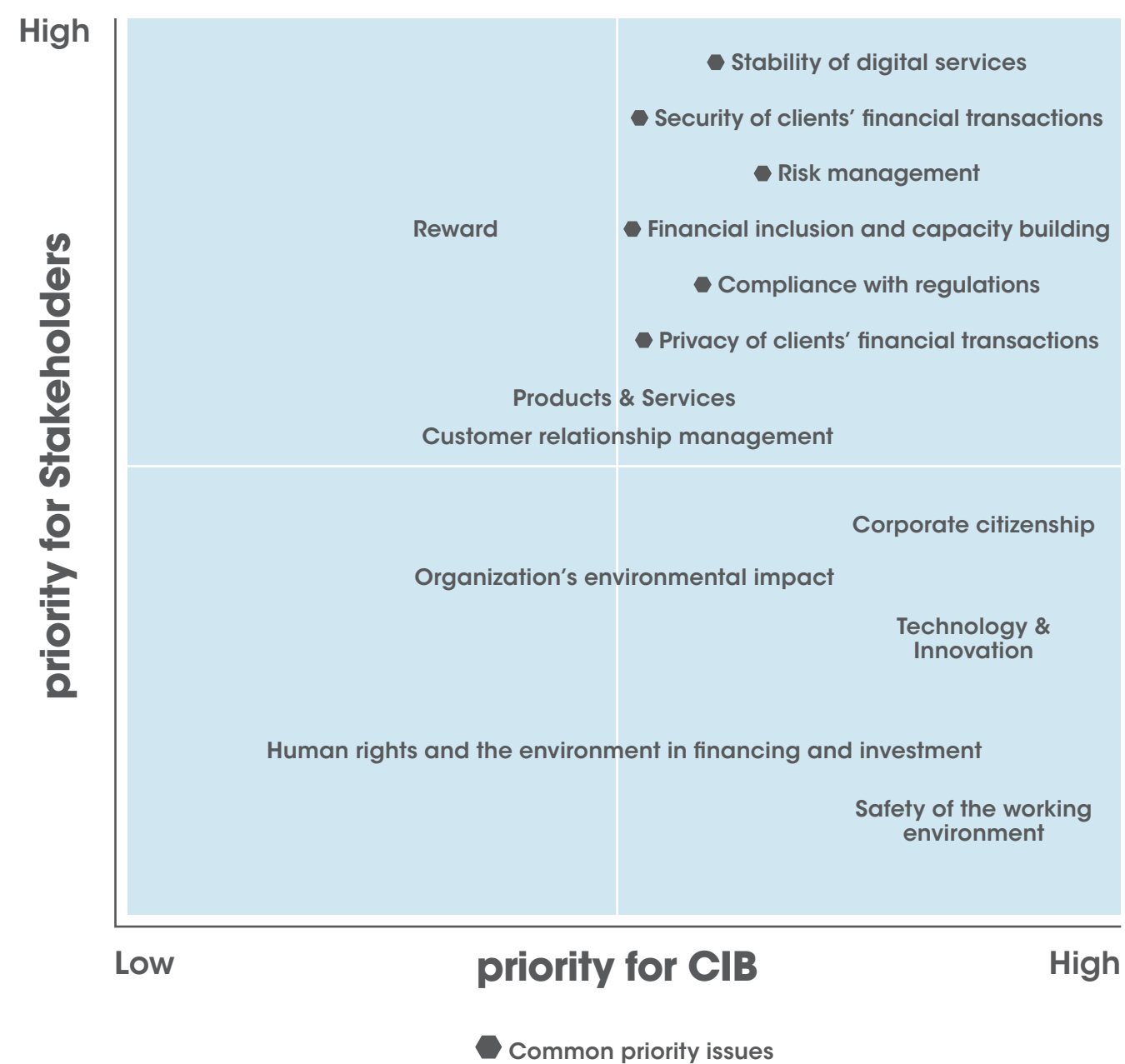
We used the guidance of the Global Reporting Initiative (GRI) G4 standard to evaluate non-financial topics relevant to the Bank



Process & Methodology

Material Topics

Our sustainability reporting focuses on the priority areas identified:



A survey was issued to our key stakeholders and employees across the business and basic functions covering all corporate levels





Stakeholders

A Shared Vision for Success

Maximizing Stakeholder Value

The Bank's philosophy is to maximize the interest of all stakeholders, our shareholders, our people, our customers, our environment, and our society, by maximizing profits, investing in our employees, developing their skills while enhancing their loyalty and satisfaction, and contributing to the development of the communities in which we operate.

We adopt a stakeholders' perspective and a strong value system that spreads throughout the Bank and its affiliates. We are a value-driven management team and our principal aim is to be successful in enriching our stakeholders through being one of the biggest and most reliable market players. We achieve the balance between our profitability and our responsibility, and aim at maximizing our

shareholders' value through long-term profit maximization, while improving our environmental and social performances.

For any successful company, top performance is achieved when sustainability is embedded into the culture of the organization and is reflected in all of its business practices. By being sustainable, we are adding more value to our stakeholders by guaranteeing an enduring platform of profitability. Hence, our primary goal is to maximize stakeholders' value through sustainable practices that enable us to successfully engage in financially solid and healthy operating businesses, that amongst other things, create more job opportunities, contribute to the communities we operate in, and sustain a better future for generations to come.





Stakeholders

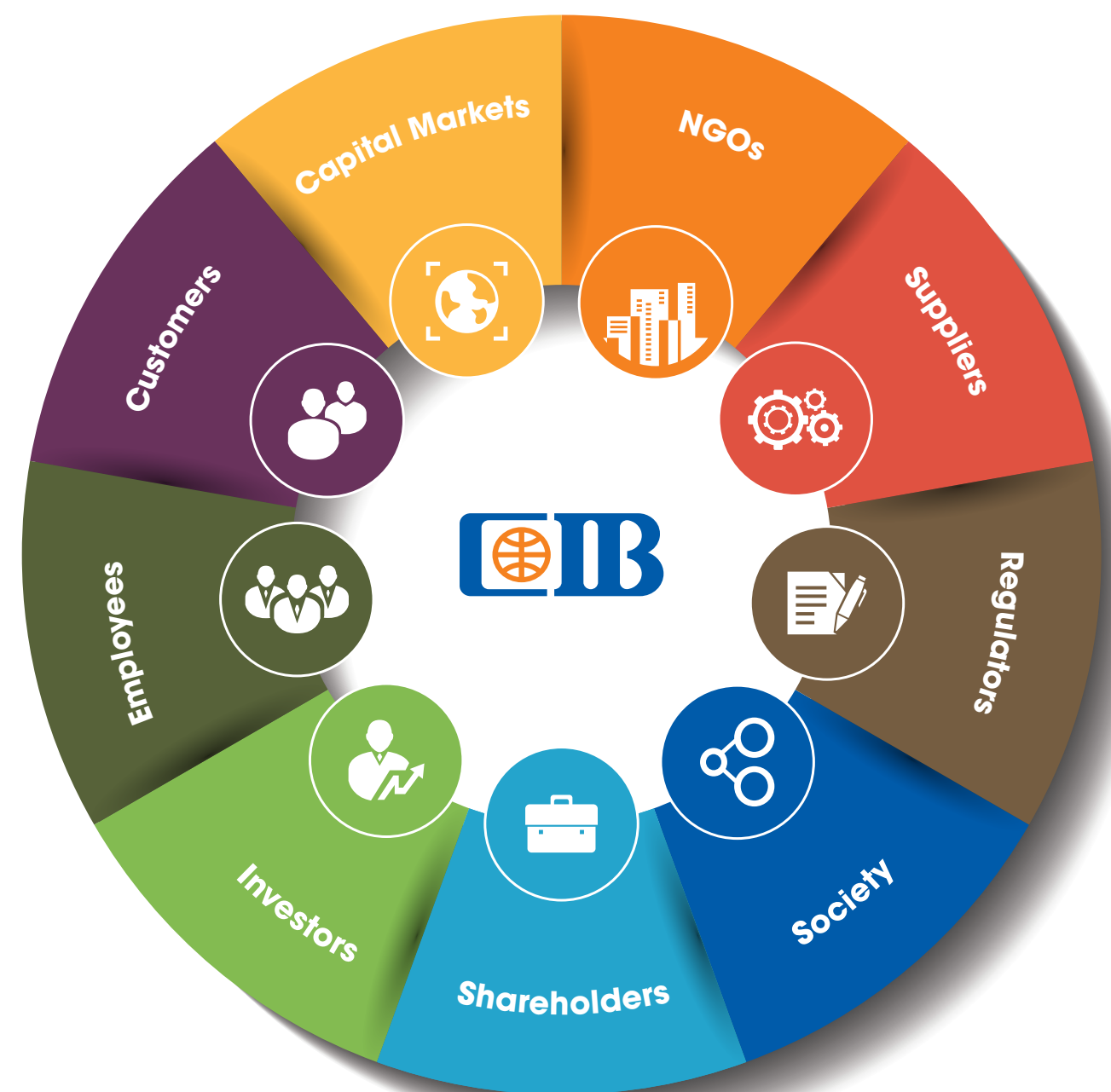
Working Towards a Common Goal

Identifying and Engaging With Our Stakeholders

Today, the concern over the impact of business activities on the environment, surrounding communities, and future generations has become a global initiative. CIB faces many challenges within its diverse portfolio, however we continue to listen to our stakeholders and respect their views as we contribute to the sustainable development of our local communities and the

society at large. We make sure effective stakeholder engagement is integrated in all our business processes and that our staff proactively engages with our stakeholders to ensure a more collaborative decision-making process and a sustainable growth record. We maintain close and regular communication through various means with the following stakeholder groups:

Effective Communication With All Our Stakeholder Groups





Stakeholders

A Conversation of Shared Interests

As we engage in diverse industries, we are also in contact with a variety of stakeholders, including our employees, our shareholders and investors, our community, and our business partners. Accordingly, we remain committed to establishing a trusted relationship with our stakeholders and following a value-based management approach to achieve sustainable and profitable growth.

Our stakeholder engagement involves various modes of communication, from information sharing, to consultation and participation in planning and decision-making. This participation with various stakeholders gives us better insight into their amalgamated ex-

pectations, allowing us to perform better and offer higher-quality services and products through our subsidiaries and affiliates.

We adopt a proactive strategy when it comes to our stakeholders; we reach out to them, respect their views and concerns, and incorporate different opinions and perspectives in order to add value to our business and our stakeholders. We remain committed to embedding stakeholder engagement into all of our business practices and their different functions including planning, reporting, policy drafting, document sharing, programs, and projects. Kindly refer to the Stakeholders Engagement table (Annex 1).



We are engaged in an ongoing dialogue with our employees, our shareholders, our investors, our community and our business partners



Governance, Commitments and Engagement

Commitment to sound Corporate Governance practices continues to define our bank. Over the years, we have refined such commitment to adopt both domestic and global best practices, particularly through our integration of sustainability across all levels of operation. CIB is a firm believer that our success as a bank is, to a great extent, attributed to our strict adherence to good governance, which empowers us to create long-term sustainable value for all our stakeholders.

Several internal policies, risk controls, and manuals have been established to ensure that all business aspects are not only covered, but also well-governed. This broad array includes risk management, compliance, audit, remuneration, evaluation, succession planning, code of conduct, and budgeting. The Board's specialized committees, both non-executive and executive, assist members with the responsibilities and tasks they have to tackle as a decision-making body. The Board's non-executive committees include the Audit Committee, the Corporate Governance and Compensation Committee, the Risk Committee, the Operations and IT

Committee, and the Sustainability Advisory Board (SAB); while executive committees include the Management Committee, the High Lending and Investment Committee, and the Affiliate Committee.

CIB's Board of Directors is composed of eight members, with a diverse knowledge base and a balanced skill set that gives the Bank a distinct competitive edge. The directors meet at least six times per year for discussions on matters that are important to shareholders.

The practices involved in implementing our sustainability strategy are regularly reported to the Management Board. We also report specific sustainability results to senior management for various business lines. The Sustainable Development Department is responsible for transparent communication and reporting to stakeholders on subjects of mutual importance to them and the firm. Finally, the department is responsible for developing and revising sustainability policies and advising the commercial business lines on managing sustainability risks.



CIB's Board of Directors is composed of eight members with a diverse knowledge base and a balanced skill set that gives the Bank a distinct competitive edge



Corporate Governance

Sustainability Advisory Board

The Sustainability Advisory Board (SAB) acts on behalf of the Board in all sustainability-related efforts and concentrates on long-term value drivers that advance the twin objective of sustained success for the Bank, as well as progress for society as a whole, through a phased, steady, and inclusive approach.

SAB is delegated by the Board of Directors to:

- Approve the CIB sustainability framework/strategy and its related activities.
- Review the progress of the various projects/initiatives and provide guidance. Special attention will be given to capacity building and empowerment.
- Approve all policies and procedures related to sustainability issues.
- Approve requests regarding membership in any association or forums related to sustainability.
- Concur on budgeted costs related to sustainability projects
- Provide guidance on communication and reporting.
- Monitor the Bank's approach to sustainability issues and evaluate its practices with regard to their conformity with national laws and regulations as well as internationally-recognized principles, values and best practices.

Sustainability Steering Committee

The Sustainability Steering Committee is chaired by a non-executive board member, and is composed of executive management from various Bank departments. The committee meets at least once every quarter or whenever deemed necessary. The committee's key responsibilities are to:

- Develop the framework/strategy for sustainability and submit it to the Sustainability Advisory Board for approval. Evaluate and monitor its implementation.
- Oversee and execute various projects through the formulation of a Social and Environmental Management System and affiliated Sustainability Ambassadors, of particular significance is the setting up of an Environmental & Social Risk Management Team (ESRM).
- Monitor the progress of the Sustainability Ambassadors and provide guidance and support.
- Review the job scope for projects related to external vendors for sustainability and agree on the final price and cost.
- Review costs for sustainability initiatives and submit it for approval to the Sustainability Advisory Board.



- Assess capacity-building and empowerment initiatives as well as training strategy and awareness campaigns related to sustainability and monitor effectiveness.
- Ensure the full engagement of CIB staff and other stakeholders.

Sustainability Department

Since its establishment, CIB has appreciated the significance of having a dedicated team working towards the fulfillment of the Bank's sustainability goals.

Assigned roles of the Department include, but are not limited to;

- Developing the Bank's overall sustainability strategy in collaboration with representatives from related functional areas and business units
- Covering all aspects of the sustainability framework (Direct & Indirect Impacts)

- Overseeing environmental issues inside and outside the Bank, including the minimization of greenhouse gas emissions, conservation of resources, Green Buildings, and environmental impact management
- Acting as the organizational focal point with various departments to understand the needs of the Bank and ensure sustainability is integrated into CIB's business practices, and is impactful to internal and external stakeholders
- Communicating environmental responsibilities to all staff alongside the provision of training programs, and on best practice and its implementation to encourage employees to consider and apply good environmental practices to every aspect of their work
- Serving as the primary contact with EP secretariat representing CIB and handling all correspondences with the Equator Principles Association.



Business Continuity

Smooth Sailing Through Turbulent Times

Recognized as a leader in implementing international standards and best practices, CIB has established itself as a business continuity role model in the Egyptian financial sector. The Bank began building its business continuity roadmap in 2010, ahead of all major players in the market. Since that time, CIB has been able to establish a competitive edge with its strong and well-established BCMS. The Bank takes into consideration the different requirements of Organizational Resilience as a key pillars of its strategy and operations and is committed to providing uninterrupted services to its customers and to ensuring the delivery of proper responses in adverse situations. Significant investments have gone into building up the Business Continuity & Disaster Recovery framework & capabilities.

CIB provides its services through a state-of-the-art Data Center that drives its production systems and operations. The Center is backed by a Secondary Data Center to act as a Disaster Recovery site. The facility also runs communication lines and network capabilities to support the Bank's systems, operations, and connectivities across its wide network of branches, head offices, and operations centers.

The Bank has established a full fledged Business Continuity Management Governance Framework whereby Business Continuity & Crisis Management Policies & Plans are

aligned with ISO 22301 Global Business Continuity Standards. The Bank is equipped with a team of professionals who are dedicated to managing the Bank's business continuity efforts and capabilities, and its alternate work areas and Business Continuity resources. The team also manages the Organization's Training & Awareness program, including but not limited to; the induction of new hires, annual refresher courses, and awareness activities throughout the year.

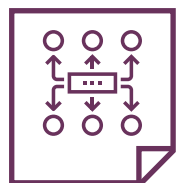
The Bank's BCM is complemented by internal and external audits. Since 2011, CIB has consistently ranked first with its effective BCP and responses, as accredited by a 2014 survey amongst Egypt-based banks on the effectiveness of Business Continuity plans.

CIB is the proud winner of the "DRII – Team of the Year Award for 2015," one of the most prestigious global excellence awards in the Business Continuity industry. The Bank has also been an eight-time finalist for global & regional excellence awards from the most reputed Business Continuity Institutes worldwide including Business Continuity Institute – BCI UK & Disaster Recovery Institute International – DRII US, and UK CIR Magazine, Continuity, Risk & Insurance in 2014, 2015 & 2016. The award nominations included Most Effective Recovery of the Year, Team of the Year, Program Leader of the Year, and Business Continuity New Comer of the Year.



CIB has established itself as a role model in the Egyptian financial sector with a state-of-the-art business continuity framework that ensures maximum security and seamless disaster recovery





Compliance

Adhering to Global Best Practices

The year 2015 witnessed a restructuring of the Compliance Department to include the Central Bank Relationship Division as its focal point for communication between the CBE and CIB's various departments, ensuring effective and timely communication, approvals, and clarifications.

The primary goal of having a reliable Compliance Department (CD) and its five divisions covering Policies and Procedures, Corporate Governance and Code of Conduct, Anti-Money Laundering and Terrorism Financing (AML), the Foreign Account Tax

Compliance Act (FATCA), and Central Bank Relationship, is to ensure that the Bank adheres to set rules and regulations while reducing the risk of imposed fines. To this effect, CIB, through its Compliance Department, launched an e-learning training module for all bank staff in order to raise full awareness about regulations and procedures.



CIB is compliant with Anti-Money Laundering and Terrorism Financing (AML), and the Foreign Account Tax Compliance Act (FATCA)



Weighing Risks Against Rewards

Clear responsibilities and robust controls are vital components in managing risks and rebuilding trust. In 2015, we reaffirmed our strong commitment to responsible management and efficient control structures through the Risk Framework initiative and Three Lines of Defense program. Both form a central part of our commitment to cultural change. The Management Board established the Risk Framework, led by a Chief Risk Officer (CRO), to reinforce corporate governance rules and mechanisms for senior manage-

ment with new statutory requirements, CIB's values and beliefs, and recognized best practices.

This initiative enhances and harmonizes the Bank's governance structures. It increases the transparency of the organization and responsibilities that it holds. The Three Lines of Defense program is an integral part of CIB's strategic agenda. It was initiated by the Management Board in the context of heightened regulatory standards.

Chief Risk Officer [CRO]

Credit & Investment
Exposure
Management

Credit & Investment
Administration &
Credit Information

Risk Management

Consumer &
Business Banking
Risk

Summary of Risk Framework

Risk Culture

Risk Governance

Risk Principles

Risk
Appetite

Limits &
Policies

Limits &
Monitoring

Credit

Market

Operational

Liquidity

Social &
Environmental

Investment

Investment
Rates

Stress Testing





Risk Management

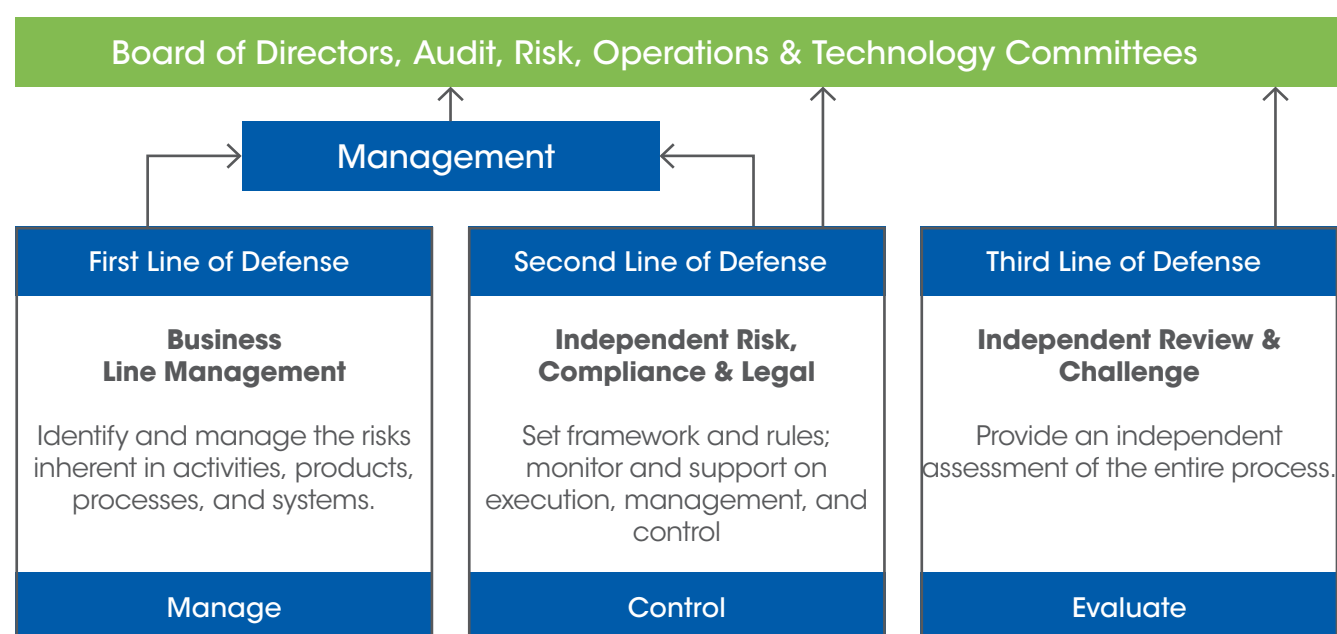
The Risk Group (RG) provides independent risk oversight and supports the enterprise risk management (ERM) framework across the organization. RG proactively assists in recognizing potential adverse events and establishes appropriate risk responses that are essential for the development of competitive advantage, which reduces costs and losses associated with unexpected business disruptions. The Group works to identify, measure, monitor, control, and manage risk exposure against limits and tolerance levels, and reports to senior management and the Board of Directors.

The Group is managed by a Chief Risk Officer (CRO), whose responsibilities entail the day-

to-day monitoring of the following key areas: credit, investment, market, operational, liquidity, interest rate, and social and environmental risks (referred to as Principal Risks), as well as the establishment of a holistic risk management coverage system that ensures the following:

- Oversight of the enterprise risk management framework
- Implementation and adherence to consistent risk management standards
- Dissemination of risk management culture awareness throughout the organization

Lines of Defense Model



CIB's Credit Policy

The Credit Policy Guide provides a framework that integrates social and environmental credit risk management into CIB's business processes, providing the standard for social and environmental due diligence to support responsible risk decision-making. The Social and Environmental Risks Credit Policy Guide has several broad objectives, including the management of social and environmental (S&E) risks in the overall project cycle, setting an example for socially and environmentally sound practices, striving to conserve natural resources, protect

the environment, and take standards of living into consideration, inspiring and encouraging socially aware and environmentally friendly practices among all Bank stakeholders, including partners and co-investors, and improving financed project development, implementation, monitoring, and project conclusion. When the Social and Environmental Risks Credit Policy guide is concluded, its workflow and implementation is transferred to the Risk Group with the inauguration of the Social and Environmental Credit Risk Department.



Security in the Cyber Sphere

Data Security Controls

In 2015, CIB put more emphasis on establishing a solid and confidential data security system. Our IT infrastructure is the backbone of our operations and in the context of an ever-evolving banking sector, investing during this stage will be crucial for the aggressive growth that has been planned for.

Having said this, regularly constrained by aging systems and rapidly exhausting cores and storage capacities, the team decided it was time for change. We initiated a joint effort to reverse such constraints by proposing a fresh architecture, and delivering a robust, scalable, and efficient infrastructure; allowing us to easily sustain our ambitions over the next 3 to 5 years; including a computing platform upgrade, a storage platform upgrade, a network upgrade, the development of a collaboration platform, and a database platform upgrade.

CIB has also established a Testing Center of Excellence to provide the organization with answers to questions regarding a business analysis of how product and services meet the needed organizational requirements. This allows for informed decision-making on the implementation of the best processes, technologies and management. Improving our security is an ongoing requirement, especially in recognizing the amount of our web-based interactions that are under threat by cyber attacks. IT upgraded security by taking a number of steps including the revamping of network firewalls.

Disaster Recovery

The establishment of the Disaster Recovery (DR) unit in CIB's Giza Head Office was successfully completed in January 2015. The transformation required major coordination, know-how and experience amongst the Bank's stakeholders. It adopted green-field concepts, supported a more reliable and modern design with scalability at heart, on the network, hardwares, and softwares, effectively supporting CIB's aggressive expansion plans and high system availability. The team also managed to reduce costs by EGP 1.7 million over the next 3 years.

Clients Come First

Big Data... Big Opportunities

Given the banking industry's increased customer focus, Board Members were determined to increase the organization's power of predictability to support CIB's transition towards a more customer-centric approach. CIB began its shift towards "big data" in 2015, becoming one of the pioneers of the concept. Our strategy involves working on four fronts: data enrichment, customer analytics and insights, data governance, and cultural building. The availability and democratization of data will develop and expedite decision-making processes, improving CIB's responsiveness and agility. CIB has already made headway in implementing this strategy, with the organizational structure now in place and the necessary resources already deployed or in the process of being so. Current and projected gaps in enterprise data's warehouse infrastructure

have been addressed and awareness about data analytics is being disseminated throughout the organization.

Client Centricity

Client Centricity is one of our core values and is central to our operational strategy for 2015. We recognize that satisfied clients are vital for our continued success. The continued loyalty of our clients is incumbent on the development of a culture that is based on client needs rather than an approach that focuses on products or transactions. CIB's leadership launched a major initiative in 2015 to refine its client-centric culture. The process of fulfilling our commitment to client centricity, involves an analysis of who our clients are, what they want, how well we currently meet their needs, and how we can refine our services to add value for them in the future. Only by carrying out such meticulous measures, will we be able to fully help clients meet challenges such as shifting demographics, globalization, digitalization, evolving consumer behavior, and climate change.

The essential components that enable our commitment to keep our clients at the center of strategic decisions are:

- Client selection: a much deeper understanding of our current or prospective clients and the longer-term prospects of a business relationship for both parties
- Product suitability: appreciating our clients' needs, their specific risk desires and financial skills, combined with a broader perspective of what is right for other external stakeholders

Client selection is a key feature of our reputational risk processes to ensure we safeguard and uphold integrity and prevent abuse of the financial system. We create and maintain sustainable and mutual benefits. We also have a firm approach to product suitability whereby we only over investment products to clients based on a set suitability criteria.





Digital Banking

Online Banking Services

CIB's digital services continue to be a part of our customers' daily activities as we offer a simple, trusted, enjoyable, and advisory digital financial experience that is in line with their needs. Digital Banking enables the provision of banking products and services through electronic delivery channels, including internet banking, telephone banking and other electronic delivery channels, and the services are available through electronic means such as automated teller machines and telephone transactions. In keeping with CIB's Sustainability Strategy, digital banking attends to all three dimensions of sustainability (environmental, social, and economic) through various initiatives. We continuously aim to improve customer experience by listening and responding to inquiries, issues, and suggestions.

digital banking acts as the main enabler of various financial inclusion initiatives:

- Opening of no-frills accounts online: a basic banking, no-frills account can be opened without a minimum balance and is available for charges that make such accounts accessible to vast sections of the population. The Bank is planning to on board 400,000 new account holders during 2016.
- Engaging business correspondents (BCs) to launch CIB e-wallet: CIB has partnered with BCs as intermediaries for providing financial and banking services. The BC model allows banks to provide doorstep delivery of services, especially cash-in cash-out transactions, thus addressing the last-mile problem.

662 ATMs
the largest private sector
bank network in Egypt



CIB's Digital Capabilities

- **ATMs:** A diversified offering that positions CIB as a global reference case
- **Market Share:** CIB has 662 ATMs (including 21 acquired from Citibank), making CIB the largest private sector bank in terms of ATM network and the second-largest bank in terms of bill payment volume and value.
- **Migration:** In terms of transaction migration, CIB hit a global benchmark with more than 98% of eligible cash withdrawal transactions and 82% of eligible small cash deposits migrating to the ATM network.



Our Employees

Developing Human Capital

We believe that the success of any institution is dependent on the quality of its workforce. With this conviction, the Bank has continuously enhanced its work environment, not only to attract the best talent in the industry, but to upgrade their skills as well. To best serve CIB's aggressive growth strategy, the Bank routinely reviews its hiring criteria and devises new methods of assessing candidates to ensure that the most qualified people, who enjoy relevant expertise, are employed. The I-Recruitment system was launched in 2015 to assist with scanning CVs and has in turn reduced turnaround time.

Learning and Development

CIB is offering a comprehensive suite of learning and training programs and modules. L&D developed innovative ways to further assist in the enhancement and empowerment of CIB's teams with the best professional learning experience.

In 2015, the Bank introduced new learning techniques, which included:

- Off-Site Events that targeted both senior and junior staff members. These events aim to increase employee loyalty and strengthen team spirit;
- Open Seminars worked on enhancing our staff's existing capabilities and expanding their knowledgebase;
- Team Building Activities were designed to boost energy and morale levels, and enhance the effectiveness of teamwork initiatives via interactive and challenging exercises;

- Simulation Programs aimed to introduce new learning approaches and experiences;
- Blue Collar Program, "We are ALL CIB" was introduced to motivate blue-collar employees

We have embedded our values and beliefs in our recruiting, interviewing, and on-boarding processes as well as development activities. In line with the Bank's strategy to develop potential talents, the Talent Management team has been created, and assigned the responsibilities of competency modeling, development and management programs, and employee assessment. Two Talent Management programs have been launched in 2015, targeting middle management, namely the Middle Management Career Counseling, and Middle Management Development programs. Both initiatives aim to accelerate potential employees' business and technical development by identifying career-growth opportunities within the organization.

In 2015, we focused on engaging employees throughout CIB in order to reinforce visible and measurable changes in behavior, as well as in policies, processes and practices.

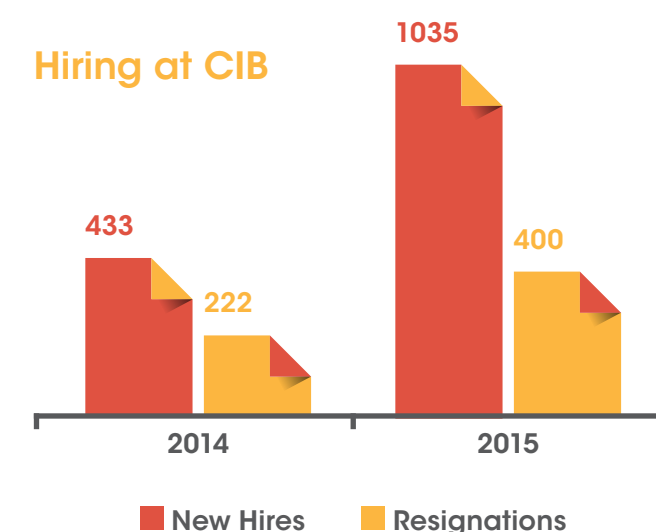
CIB is always furthering the loyalty and retention of its employees by creating an emotional bond and sense of belonging within the CIB community. In continuation of the Voice of Employees initiative, a number of focus groups were held in 2015 that had a special focus on critical departments, followed by comprehensive analysis, recommendations, and action plans to address identified challenges.



With increasing competition worldwide, attracting and retaining the best talent has never been more important. In an environment of rapid change, CIB aims to be an attractive global employer in the financial sector. We are pursuing this goal through our strategic Human Resources agenda. Alongside this, additional elements of compensation have been aligned to encourage, reward, and support the right behaviors as well as sanction wrong behaviors. In so far as employees engagement is concerned, corporate volunteering improves employee morale, increases motivation, and enhances job satisfaction. Employee engagement has become firmly embedded in our corporate culture.

By strengthening our social media presence, we have seen unprecedented developments in our bank-client engagements. Social media has proven an effective tool for CIB to build its reputation as an employer as well as a customer-oriented bank. Social Banker reports stated that CIB's official Facebook page, in terms of fan-page growth, was number one for banks in Egypt and number three for banks worldwide in April 2015.

Hiring at CIB

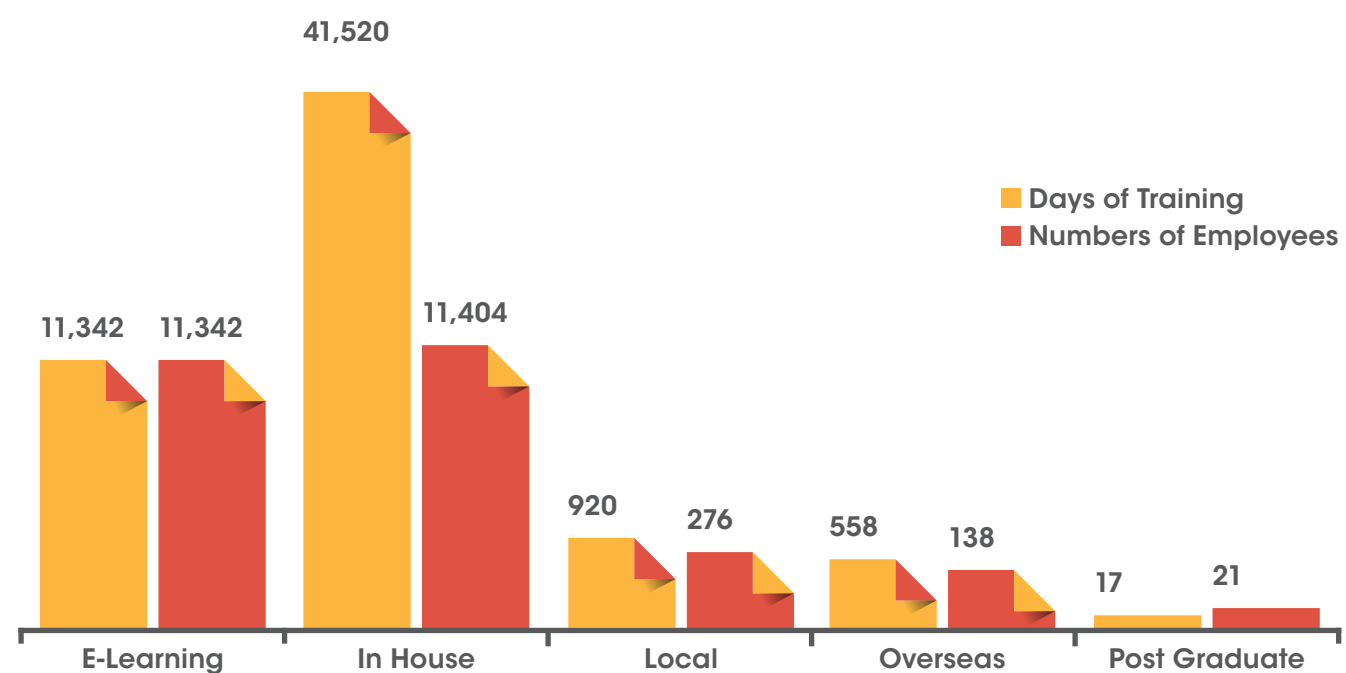


We are investing in the professional and personal development of our employees and managers to motivate our people and maximize their capabilities. We have reached more than 330,000 fans on Facebook since launching in April 2014. CIB has been able to build an Online Social Media Center where 19 highly capable social media agents are in place to respond to any inbound messages, with an average response time of three minutes for more than 97% of the interactions (recognized as highly responsive by Facebook).

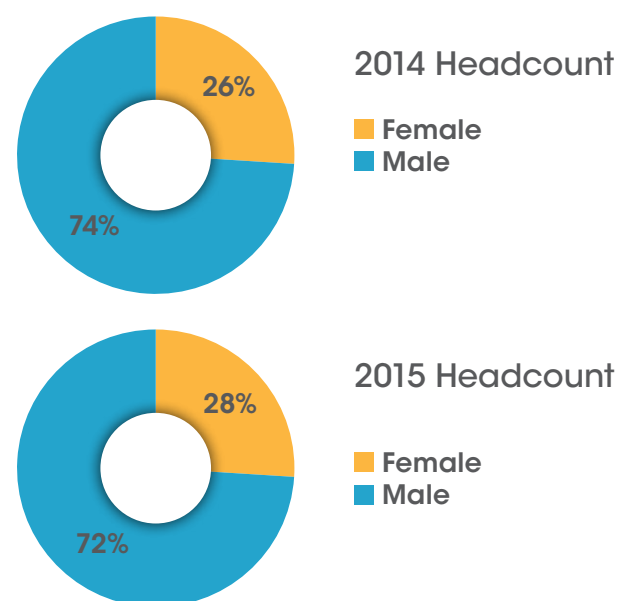


Our Employees

Training at CIB

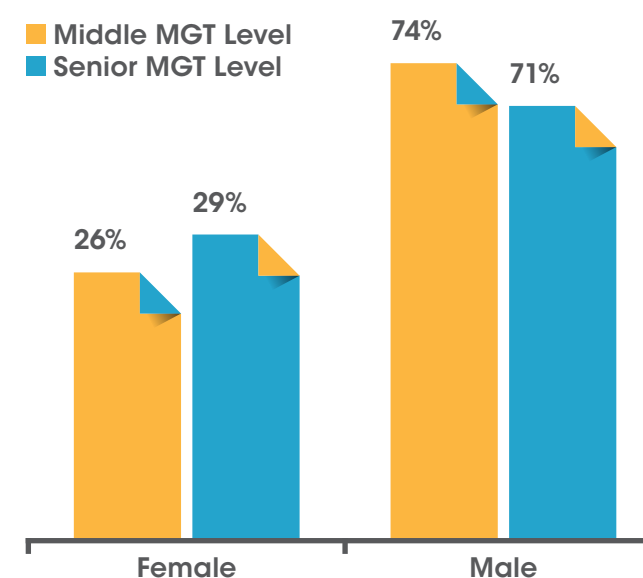


Total Number of Employees (by gender %)



The success of any organization is directly related to the quality of its workforce and thus we have invested considerable resources into attracting and retaining the best talent in the industry

Employee Diversity (by seniority)





Our Employees

Employee Benefits

The Human Resources department participated in a number of salary surveys to ensure that CIB's compensation strategy remained competitive for existing employees. Remaining competitive is a priority in that it also allows the Bank to attract the highest caliber professionals in the market and warrants effective employee retention. Each year, the Bank also distributes 10% of its Net Profit to its employees, based on approved guidelines set by Senior Management & the Compensation Committee.

ESOP

The Employees Stock Option Plan (ESOP) is a variable long term incentive plan used by the Bank to compensate and retain CIB employees. Every year, CIB allocates 1% of its capital to be distributed as a number of shares across the Bank with minimum guaranteed shares. CIB provides full medical insurance coverage for all staff who are covered by Social Insurance. The Bank maintains agreements with an extensive network of first class doctors, hospitals, and labs nationwide



CIB's compensation and benefits packages are highly competitive allowing the Bank to attract the highest caliber professionals in the market and maintain a high degree of loyalty amongst existing employees





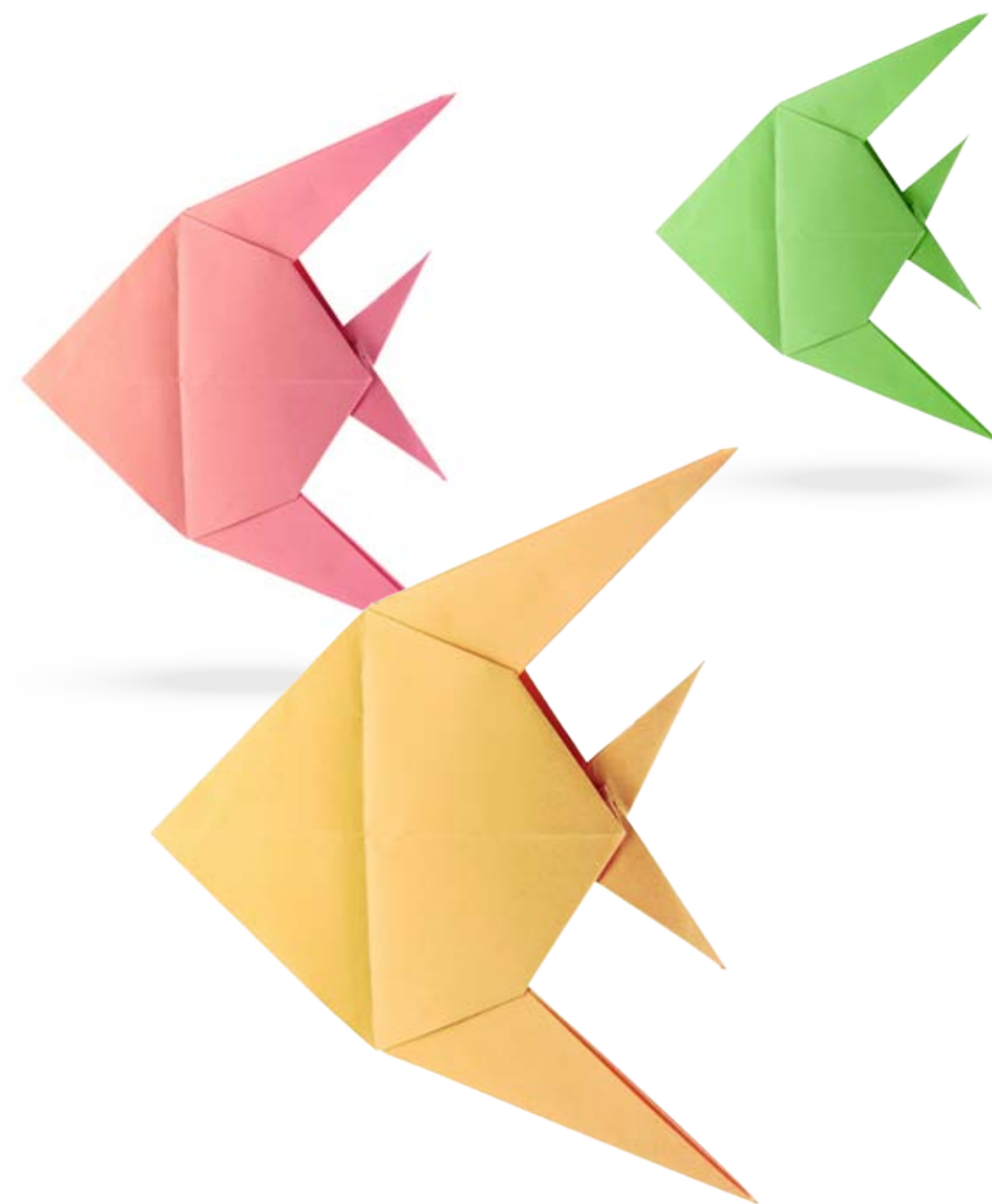
Corporate Citizenship

Giving Back to the Community

CIB is well positioned to provide assistance to the community in which it operates. Our corporate citizenship initiatives address crucial social challenges, engage key stakeholders, and contribute to the CIB's long-term business performance. Our solid commitment as a corporate citizen shows how we and our employees share a culture of performance with a culture of responsibility. Our initiatives focus on enhancing education and personal development, and on enabling communities and economies to prosper. Over the years we have established partnerships with

NGOs, renowned institutions, and the public sector to help us in our endeavor to better the standards of living for communities across the country. CIB believes that employee commitment and loyalty has a key role in the implementation of our CSR initiatives.

CIB continues to have a significant impact on the community at large. Over 400 CIB employees volunteered over 250 hours of their time to offer their skills and knowledge to strengthen community organizations and their beneficiaries.



Over the years CIB has established partnerships with NGOs, renowned institutions, and the public sector to help us in our endeavor to better the standards of living for communities across the country



Our Impact

Protecting the Environment, the Economy & Society

CIB's commitment to excellence, accountability, sustainability, and upholding its reputation as a market leader is what makes it "A Bank to Trust," as people have faith in its ability to consistently deliver premium products and services. As the world around us evolves, we are not only keeping up with the changing tides, but tackling them head on. Accordingly, CIB has pledged to help enhance and protect its environment, economy, and society. The Bank strives to protect air and water quality, reduce waste, optimize operating costs, create markets for 'green' products and services, improve occupant production, advance economic performance, and heighten aesthetic quality – all in an effort to elevate the quality of life.

Our social investment programs that range from impact investing via community development to building enterprise initiatives and support for the disadvantaged, have impacted millions of people nationwide.

Social and environmental concerns have become more prominent in today's global economy and as part of CIB's continuous efforts to strike a balance between profitability and said concerns; the Bank formalized a Social and Environmental Risk Credit Policy Guide in 2015.

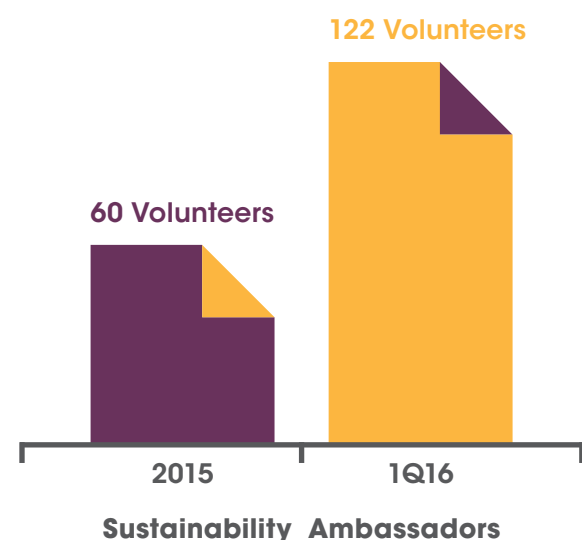
Sustainability Ambassadors

In 2013 CIB became the first Egyptian bank to create a community of Sustainability Ambassadors within its nationwide network. Today there are more than 100 active volunteers across our branches and hiring categories who are helping anchor sustainability initiatives

amongst their peers and across their business practice areas. The ambassadors program is composed of four main sub-teams, each tackling one of the Bank's priority sustainability topics: awareness and communication, energy and resource efficiency, community engagement, and waste management systems.

Their roles range from providing on-the-ground support to assisting with project implementation bank-wide, customized according to existing circumstances and available resources. The Ambassadors also contribute by sharing their innovative ideas and success stories in quarterly meetings that take place in the presence of our distinguished Board Members and Senior Management.

100% Growth in volunteers 1Q16



ATM's for the Visually Impaired

As part of CIB's extended social responsibility, we have installed the first ATM for visually impaired customers in Egypt at the Al Nour Wal Amal Association.

The ATM machine for the Visually Impaired:

- serves 100+ users
- directs users via Voice Guidance to withdraw cash
- uses braille decals stickers on keypad, buttons, and card insertion slot....etc.
- processes 100+ payroll cards issued for blind employees who work for El Nour&Amal Association so that they may receive their salaries via ATM instead of cashier





Our Impact

Investing in Our Communities

2015 saw a series of CSR initiatives supported by CIB some of which include:

Beena Initiative

CIB and the Ministry of Social Solidarity signed the “Beena” protocol in June 2015 to encourage the active participation of youth in society and to support and monitor the development of social care services. The partnership is indicative of the Bank’s firm commitment to supporting community development. Beena is known for employing young volunteers to create an effective mechanism for developing and monitoring the quality of services provided to different social care centers that cater to segments of society that are in dire need of adequate care and higher quality services, such as orphanages, homes for the elderly, and special-needs housing.

Sponsoring the Egyptian Squash Federation

Sports symbolize an integral part of the Bank’s responsibility and commitment towards Egyptian youth. CIB continues to sponsor the National Squash Federation and offers support and encouragement to young and talented athletes who represent the country in regional and international arenas. Last year, CIB was a key sponsor of the national junior team in the Women’s World Junior Squash Championship, held in the Netherlands. The team won the title after beating the US national team in the final.

Partnering with Omar Samra

CIB supported Egyptian entrepreneur, Omar Samra, in his pursuit to break the record to become the first Egyptian to win the “Explorer’s Grand Slam” challenge, an accomplishment realized by only 40 people in history. In recognition of the Bank’s supportive role, Samra raised the Egyptian flag along with CIB’s flag on the northernmost point on Earth in May 2015. CIB’s partnership with Samra, which began in late 2014, reflects the Bank’s leading role in developing the outstanding talents of ambitious youth, believing them to be the core of the country’s development and the driving force behind Egypt’s future economic prosperity.

Supporting Students of Fine Arts Faculties

In 2015 the Bank continued to intensify its efforts to support Egypt’s unique and talented youth who are in need of encouragement and backing. To this effect, the Bank expanded its reach to target university students outside of Cairo in Minya, Luxor, and Alexandria. This year, CIB sponsored the annual art exhibit held for seniors and fresh graduates at South Valley University’s Faculty of Fine Arts in Luxor. The Bank acquired the best art pieces in the collection, adding them to our private art collection in an attempt to incentivize the talented youth of Upper Egypt.



Zawya

Through CIB’s partnership with Zawya, a downtown Cairo art house cinema founded by Misr International Films (MIF), the Bank sponsored two screenings of Egyptian director Youssef Chahine’s classic epic Al Nasser Saladdin, with audio descriptions for the visually impaired. The screenings were the first of their kind in Egypt. The initiative was inline with the Bank’s long-term goal to include the visually impaired into Egyptian society and secure their simple right to lead a normal life.

Al Sawy Cultural Wheel Partnership

In addition to sponsoring special screenings of documentary films, cultural nights, concerts, and art exhibitions at El Sawy Culture Wheel, CIB introduced a number of new programs in cooperation with the cultural center this year. The CIB Foundation along with the MOVE Foundation for Children with Cerebral Palsy, and the Lujain Association, launched the “Different Abilities” initiative to help children with special needs explore their artistic skills and talents. Under this initiative, the Bank sponsored the “Language of Colors,” an art exhibition for “Persons

with Intellectual Disabilities” that witnessed the participation of artists from ten separate NGOs in Greater Cairo.

Autism

Children with autism and other disabilities have always been given the highest priority on CIB’s CSR agenda. In 2015, CIB continued to sponsor the annual ceremony held by the ADVANCE Society for Persons with Autism and Other Disabilities, which showcased rhythmic musical compositions performed by students. The concert serves as a platform through which awareness can be raised about the creative and expressive skills of children with disabilities, supporting their integration into mainstream society.

Sponsoring TEDxCairo Women

TEDx was created in the spirit of TED’s mission “Ideas Worth Spreading.” The program is designed to give communities, organizations and individuals the opportunity to stimulate dialogue through TED-like experiences at the local level. TEDxWomen supports and empowers women in Egypt and the broader community.



Our Impact

Working to Make a Difference in the Lives of Egyptians

Slums Development National Project

As a member of the Federation of Egyptian Banks (FEB), CIB has played a key role in the “Slums Development Project”. Since the project was initiated in 2014, significant progress has been made to upgrade the living conditions of over 250,000 people living in slums. Significant work has been achieved

in terms of enhancing the safety of residents, fixing sanitary networks and drinking water systems, and building pavements to enhance safety for pedestrians. CIB has contributed 2% of its net profits to help turn the project goals into reality.

Project Highlights

17
Areas

EGP **150** mn
Contribution

250 k
Inhabitants





Our Impact

The CIB Foundation

This year saw the CIB Foundation advance on its trajectory of growth and expansion. Committed to meeting the healthcare needs of the Egyptian community, the CIB Foundation reaffirmed its position as a leading supporter and provider of quality health services across the country. The Foundation was established in 2010 as a non-profit organization dedicated to the enhancement of health and nutrition services extended to underprivileged children in Egypt. Registered under the Ministry of Social Solidarity – as per the Ministry’s Decree No. 588 of 2010 – the Foundation focuses on sustainable development initiatives that result in positive long-term outcomes.

Sustainability is the key driver behind all of the CIB Foundation’s activities. At the Foundation, we recognize that corporate philanthropy and CSR efforts go beyond simple cheque-writing. We seek to engrain sustainable practices in all lines of our work, ensuring that the commitments we make towards the communities in which we operate will carry on long after the life-cycles of our projects.

The CIB Foundation recently allocated a sizeable portion of its budget towards an Endowment Fund, ensuring that the interest generated off the fund would go towards covering the operating costs of many of its mega

projects. The Endowment Fund will work to keep over 25 incubators operational at the Yahya Arafa Children’s Charity Foundation, an 11-bed pediatric intensive care unit at the Abu El Rish El Mounira Children’s Hospital, and medication and care for patients at the Children’s Cancer Hospital 57357.

In 2015, the CIB Foundation was allocated over EGP 54 million, representing 1.5% of CIB’s annual net profit. With this funding, the organization continued to expand its operations geographically, creating new beginnings for Egypt’s youngest citizens across the country.

In late September 2015, the Foundation was recognized for its work in the arena of corporate social responsibility from Banker Africa, winning the award for “Most Socially Responsible Bank in North Africa.” The title is customarily granted to the African bank that demonstrates the greatest socially responsible practices through its policies and projects. Banks are evaluated based on their sustainable impact on the communities in which they operate, and whether or not they go beyond the philanthropic use of funds to dedicate their overall knowledge, resources, and reputation to improve lives. In 2015, the CIB Foundation was also shortlisted for the African Banker’s “Socially Responsible Bank of the Year” award.





Our Impact

The CIB Foundation's 2015 Partnerships & Initiatives

Gozour Foundation for Development: Eye Exam Caravans

In January 2015, the CIB Foundation reaffirmed its longstanding partnership with the Gozour Foundation for Development to fund 18 eye exam caravans in public elementary schools across Egypt between February and April 2015. This represented the fifth phase of the project. The Gozour Foundation for Development is the non-governmental arm of the Center for Development Services (CDS). The CIB Foundation allocated EGP 1.5 million in two tranches to fund caravans in the governorates of Cairo, Giza, Ismailia, Beni Suef, Minya, Sohag, and Qena through the "6/6 Eye Exam Caravan Program." Through a partnership with Al-noor Magrabi Foundation, the caravans are designed to provide public-school students with free eye exams, eyeglass frames and lenses, eye medication, as well as in-depth eye-exams and referrals to private hospitals for complex cases. Each caravan included 15-20 doctors, nurses, and coordinators, and is fully equipped with advanced equipment, a fully stocked pharmacy, and an eyeglass shop. Each one-day caravan had a target of 500 children. A total of 9,000 children received free eye exams and necessary care and consultation by the end of the project.

In mid-2015, the partnership with the Gozour Foundation was renewed, with EGP 3.96 million allocated for the sixth phase of the project. Throughout the fiscal year 2015/16, the CIB Foundation will implement 36 one-day caravans, providing free eye

exams and care to 18,000 students in 11 governorates across Egypt. CIB staff members and their families also participated in bag packing events, where thousands of school bags were packed with soap, towels, and educational material for the student beneficiaries of the program. These events provided valuable opportunities for children of CIB's staff members to learn about the Foundation's activities and give back to the community.

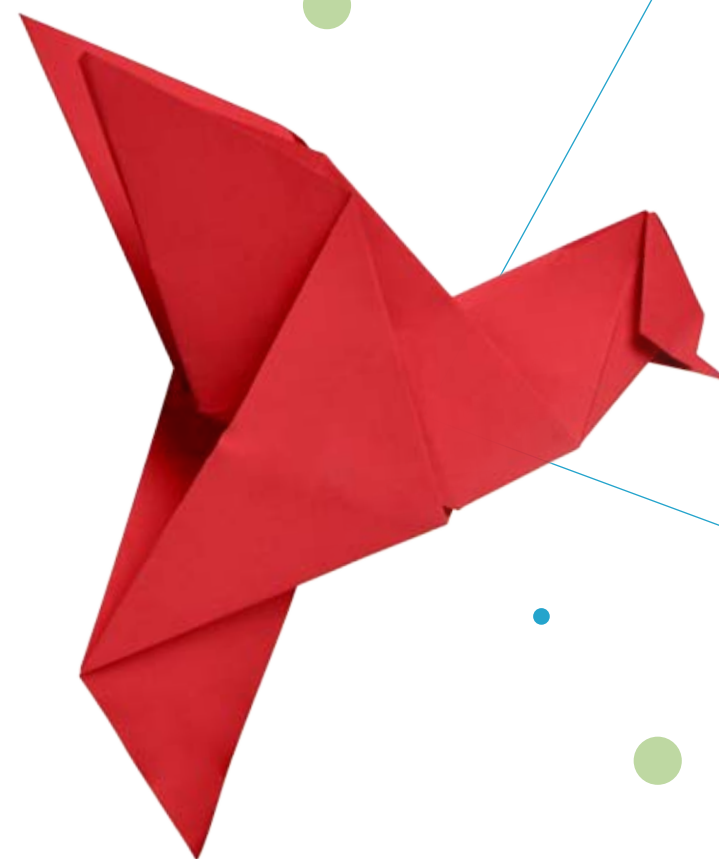
Children's Cancer Hospital 57357:

Intraoperative MRI and Annual Donation Drive

In line with its long-term partnership with the Children's Cancer Hospital (57357) the CIB Foundation provided the hospital with an intraoperative MRI machine at a cost of over EGP 10 million. This machine will allow doctors to perform on-the-spot MRI's inside the operating room, enabling them to identify cancer cells and minimize the number of invasive surgical procedures that pediatric patients are otherwise subjected to. The hospital estimates that with this piece of equipment, the first of its kind in the Middle East, they should be able to increase their treatment rate from 65% to 85-90%, which should also boost patient turnover rate. Additionally, the hospital expects its cure rate to increase from 60% to 75-80%. As another demonstration of the Foundation's commitment to the Children's Cancer Hospital, EGP 3.5 million were donated in February 2015 to fund patient care and contribute to the construction costs of the hospital's expansion.



We seek to implement sustainable practices in all lines of our work, ensuring that the commitments we make towards the communities in which we operate will carry on long after the life-cycles of our projects





Our Impact

Sohag University Hospital:

Outfitting of Three Pediatric Intensive Care Units

In April 2015, the CIB Foundation fulfilled its c. EGP 6 million commitment to equip three pediatric intensive care units at the Sohag University Hospital. The importance of the project cannot be overlooked, as there were no previous existing ICU facilities within the governorate. The units were inaugurated on May 4, 2015

ADVANCE Society for Persons with Autism & Other Disabilities:

Finishing Works in the Society new Premises

In March 2015, the CIB Foundation fulfilled its EGP 1.5 million commitment to the ADVANCE Society for Persons with Autism and other disabilities. The funds went towards the completion Building 2 of their new premises in New Cairo. The ADVANCE Society is a non-profit organization that was founded in 1999 by a group of parents of children with autism and other developmental disabilities with the aim of allowing those individuals to reach their full potential.

Friends of Abu El Rish Children's Hospitals Organization:

Emergency Ward and Reception Area

In March, the CIB Foundation fulfilled its EGP 10 million commitment to the Friends of Abu El Rish Children's Hospitals Organization to renovate and upgrade the Abu El Rish Mounira Children's Emergency Ward and Reception Area.

Egyptian Red Crescent:

Community Health Center Renovation

In 2015, the CIB Foundation donated EGP 900,000 to the Egyptian Red Crescent to renovate pediatric outpatient clinics and operating rooms in the Al Nahda area's community health center. The Red Crescent-managed health center houses seven clinics, includ-

ing pediatrics, a lab, dentistry, ear nose and throat (ENT), ophthalmology, internal medicine and gynecology. The renovations will help provide quality medical services to roughly 24,000 children that visit the clinic each year. The health center was inaugurated on February 16, 2016.

African Leadership Academy:

Full Tuition Support for Two Egyptian Students

In August 2015, the CIB Foundation fulfilled its first installment in a pledge to support two young Egyptian students completing their high school degrees at the African Leadership Academy (ALA) in Johannesburg, South Africa. The ALA seeks to develop the next generation of African leaders through the promotion of leadership, entrepreneurship skills, and in-depth African studies. The goal of the ALA curriculum is to provide young leaders with the knowledge and inspiration they need to become agents of positive change in the African continent.

National Cancer Institute:

Computed Tomographic (CT) Scanner

In September 2015, the CIB Foundation's Board of Trustees approved the purchase of a pediatric Computed Tomographic (CT) scan machine for the Department of Radiology at the National Cancer Institute at a cost of EGP 3.15 million.

The National Cancer Institute is the largest hospital serving cancer patients in Egypt. It was established at Cairo University in 1969 and currently receives around 140 children patients on a daily basis, of whom around six to eight patients are usually newly diagnosed. The Department of Radiology currently receives some 30 patients daily, in addition to the 10-15 emergency cases that are turned away due to long waiting lists. The new piece of equipment will allow the department to in-

crease the number of urgent cases it can take in each day, decrease mortality and morbidity rates as early diagnosis rates climb, and eliminate the pediatric unit's waiting list.

Baladi Foundation:

Ophthalmic Clinic in Aswan

In September 2015, the CIB Foundation's Board of Trustees also approved an EGP 710,000 project to establish the first fully-equipped diagnosis and referral center for cases of glaucoma among children in Upper Egypt. Through the project, the CIB Foundation will support the Baladi Foundation in the early detection of the disease in 500 children, treat and perform follow-up operations for this group, and conduct 50 surgeries for congenital glaucoma cases. Additionally, the Baladi Foundation will conduct two events per year to train 25 specialized doctors.

Egyptian Clothing Bank:

Warm Egypt National Campaign

In its fourth year of partnership with the Egyptian Clothing Bank (ECB), the CIB Foundation donated EGP 1 million to support the Warm Egypt National Campaign. This campaign, an initiative of the Clothing Bank's 'One Million Blankets National Campaign,' includes the production of warm cotton jumpers for both sexes in all sizes for the needy. This allows ECB to provide support for families inside their homes through the blanket campaign and outside their homes with warm clothes. Additionally, the program seeks to reinvigorate many small and medium sized factories with new product lines, helping to increase production levels and increase economic activity. The donation was used to provide heavy jumpers to 50,000 children in seven governorates, including Sohag, Aswan, Assiut, Red Sea, Wadi El Gedid, and Luxor.





Our Impact

Reducing Our Ecological Footprint

Energy Efficiency

CIB was the first Egyptian bank to partner with the Ministry of Electricity to manage its energy consumption.. By installing LED bulbs in its Cairo branches/head offices, CIB reduced its energy consumption by 40%.

CIB has also been successful in installing solar water heaters in several branches across Egypt. In addition to Solar Tie Grids in SV1, SV2, and Road 90 premises, which reduce energy consumption and decrease our load on the electricity grid.

AC Application in Nasr City Branch

Energy savings has become a major sustainability goal. We aimed to reduce our air conditioning energy consumption without hindering the comfort of our customers and staff. To do so, we installed an energy saving device (Airco Delta) which is directly installed inside the HVAC system to reduce AC energy consumption.

How It Works

- Airco-Delta senses the saturation of the evaporator and automatically switches off the compressor.
- It starts to use AC's stored cooled energy in the Evaporator (saturated and filled with Freon) to continue to cool a given space.
- Once Room temperature is above the pre-set degree by 2 degrees, Airco-Delta starts up the compressor once again to begin a new cycle.

Green Buildings

CIB is the first Egyptian bank to acquire the Egyptian Green Pyramids Rating System Certificate (GPRS). We collaborated with the Housing and Building National Research Centre (HBRC), and the Ministry of Housing, Utilities, and Urban Development to establish a green building-rating-system for Egypt. The rating guidelines set a framework for owners and operators to identify and implement practical and measurable green building design, construction, and maintenance solutions. The GPRS is the Egyptian version of the internationally recognized Leadership in Energy and Environmental Design (LEED) framework.

This is a mark of distinction that confirms that the structure is resource efficient and environmentally friendly. CIB's Road 90 Branch in New Cairo was awarded the GPRS, Golden grade, following inspection by a technical committee of experts from the Ministry of Energy, HBRC, and Ministry of Housing, Utilities, and Urban Development. CIB was the first Egyptian bank to implement the idea of rooftop gardens above its buildings. It was also the first Egyptian bank to plant 20 internal and external green walls around its branches and head offices (natural green leafy plants to reduce the impact of carbon emissions).

Energy Efficiency Achievements

44,968

LED bulbs installed in 72 branches and 5 head offices

32

Solar water heaters installed

3

Solar panels installed





Our Impact

Paper Consumption

Although banking requires the use of significant amounts of paper, CIB has succeeded in reducing paper consumption through the use of double-sided printing at our Cairo branches, refraining from the use of printed copies of documents in senior committees and relying on tablets and other devices instead we are selling large amounts of shredded paper to recycling outlets, which is not only a source of income but also encourages awareness of this issue among staff members.

Waste Management

Corporate environmental protection and the systematic reduction of resource consumption at the Bank are key components of our sustainability concept. CIB has clear rules for conducting business in an environmentally responsible way. CIB distributed recycling bins across the Bank to be used by staff members to sort their waste and keep their working environment clean and green.

Respecting Human Rights

Our policies and guidelines reflect our commitment to the widely-accepted international standards for human rights. As a bank, we may be exposed to potential or alleged violations committed by clients with regards to issues such as land and labor rights, or health and safety. In order to withhold support for such practices, before we agree to finance a particular business, we review the clients' actions and decide on whether their decisions have the potential to violate human rights. Accordingly, we take appropriate action to manage potential risks. We have integrated human rights considerations in the due diligence processes required by our environmental and social risk matrix. Our

sector-specific guidelines and policies explain potential risk areas and outline appropriate responses. We consistently aim to improve our understanding of human rights.

CIB's Complaints Management policy requires the business divisions to establish their own divisional policies and procedures to handle complaints. Clients and the public can make complaints through all of CIB's dedicated channels including the Bank's branches, telephone, website, social media platforms, and letters. CIB always gives due consideration for suppliers screening with regard to human rights practices. Providing sustainability-relevant information is an integral part of the standard tender procedure.

Supplier Screening

Since its establishment, CIB has always been keen to build an ethical and solid relationship with its suppliers within the context of creating a sustainable supply chain. This has always been incumbent on a well-prepared policy that ensures that all tendering activities are centralized across the Bank and follow a process that promotes fairness and transparency through a structured and controlled framework in order to fulfill the potential benefit, in both financial and technical terms, for CIB.

The Bank extensively evaluates its current and potential suppliers using a comprehensive list of questions that cover, among other things, crucial sustainability areas such as voluntary work, child labor, working hours, fair wages, business integrity, hazardous material management, health and safety, and environmental management.

Reduction in Paper Consumption

7%

decrease as result of double-sided printing in head offices in 2014

13%

decrease after activation of double-sided printing in branches in 2015



Recognition & Memberships

An Award-Winning Bank

We are proud of the international awards and accolades that we continue to receive in recognition of our leadership position in the banking sector. Global recognition not only reflects our profound understanding of the

Egyptian market and its dynamics, but also speaks to our ability to better serve our clients. CIB received a total of 21 international awards in 2015, including:

Awards

- Best Trade Finance Provider in Egypt - Global Finance
- Best Foreign Exchange Providers in Egypt - Global Finance
- Best Bank in Egypt 2015 - Global Finance
- Best Sub-Custodian Bank 2015 - Global Finance
- Trade Finance Deal of the Year - African Banker
- Best Bank in Egypt - Excellence Award - Euromoney
- Best Corporate/Institutional Internet Bank in Egypt - Global Finance
- Best Information Security Initiatives - Global Finance
- Best FX Services in North Africa - EMEA Finance
- Innovators in Foreign Exchange - Global Finance
- Best Bank in Egypt - EMEA Finance African Banking
- Achievement in Enterprise Risk Management of the Year - Asian Banker
- Strongest bank by balance sheet in Egypt for 2015 - Asian Banker
- Best Commercial Bank in Egypt - Banker Africa
- Best Corporate Bank in North Africa - Banker Africa
- Most Socially Responsible Bank in North Africa - Banker Africa
- Bank of the Year Egypt - The Banker
- Elite Quality Recognition Award by JP Morgan – MT 103 (90%)
- Elite Quality Recognition Award by JP Morgan – MT 202 (98%)



Memberships

- American Chamber of Commerce
- British Egyptian Business Association
- Federation of Egyptian Banks





Annex

Annex 1

Stakeholder Group		Means of Engagement	Frequency
Shareholders		<ul style="list-style-type: none"> General assembly meetings Result presentations Annual report Quarterly reports Investor Relations meetings 	The general assembly is annual. The financial reports are published quarterly. Investors' meetings when necessary
Board of Directors		<ul style="list-style-type: none"> Board committees meeting Emails and meetings 	Quarterly
Investors		<ul style="list-style-type: none"> Investor relations meetings 	Upon necessity
International & national regulators	National regulators (CBE, Ministries, EFSA, and other authorities)	<ul style="list-style-type: none"> Emails, phone calls and meetings Minutes of Meetings Letters 	Daily, Monthly, Quarterly
	International	<ul style="list-style-type: none"> Emails, calls and meetings Workshops Internal/external audits 	Upon necessity Quarterly
International and national Stock Exchanges		<ul style="list-style-type: none"> Emails and meetings Calls 	Daily, quarterly, annually
Financial institutions		<ul style="list-style-type: none"> Emails, calls and meetings Workshops Contracts 	Daily
Clients	Corporate	<ul style="list-style-type: none"> Emails, calls and meetings Electronic channels like E-trade channel and Global transaction Services (GTS) Website Brochures Contractual Agreements 	Daily
	Retails	<ul style="list-style-type: none"> Emails, calls and meetings Electronic channels like e-banking Website Brochures Contractual Agreements 	Daily

International organizations, agencies and donors like IFC, World bank, EBRD		<ul style="list-style-type: none"> Emails, phone calls and meetings Contractual agreements 	Upon necessity
Contractors and suppliers		<ul style="list-style-type: none"> Emails, phone calls and meetings Contractual agreements Events/conferences Request for proposals 	Daily, weekly
Service provides	External consultants	<ul style="list-style-type: none"> Emails, calls and meetings Workshops Request for Proposals Conferences and events Trainings 	Upon necessity
	External Auditors	<ul style="list-style-type: none"> Emails, calls and meetings Workshops Contractual agreements 	On transaction basis, Quarterly
	Recruitment and head-hunters agencies, training houses	<ul style="list-style-type: none"> Emails Meetings Workshops/trainings Recruitment events Employee surveys 	Daily
Employees		<ul style="list-style-type: none"> Emails, phone calls and meetings Employee survey Workshops/training Intranet Events and conferences like off-site team building, Sohour or Iftar annual gatherings Policies, manuals and newsletter 	Daily
Rating Agencies		<ul style="list-style-type: none"> Emails, calls and meetings Quarterly Reports Annual Reports Website 	Upon necessity
Community & NGOs		<ul style="list-style-type: none"> CIB Foundation Programme Online donation channels Site visits Emails, calls and meetings Brochures 	Upon necessity



Annex 2

Annex 2

Guidance for Indicators and Aspect-specific Disclosures on Management Approach

Aspect: Economic Performance

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-EC1	Direct economic value generated and distributed
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change

Aspect: Market Presence

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation

Aspect: Indirect Economic Impacts

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-EC8	Significant indirect economic impacts, including the extent of impacts

CATEGORY: ENVIRONMENTAL

Aspect: Energy

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-EN3	Energy consumption within the organization
G4-EN6	Reduction of energy consumption

Aspect: Effluents and Waste

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-EN23	Total weight of waste by type and disposal method

CATEGORY: SOCIAL

Sub-Category: Labour Practices and Decent work

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region

Aspect: Training and Education

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-LA9	Average hours of training per year per employee by gender, and by employee category
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category



Annex 2

Aspect: Diversity and Equal Opportunity

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

Aspect: Equal Remuneration for Women and Men

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation

Sub-Category: Human Rights

Aspect: Non-discrimination

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-HR3	Total number of incidents of discrimination and corrective actions taken

Sub-Category: Society

Aspect: Local Communities

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs

Aspect: Supplier Assessment for Impacts on Society

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society

Aspect: Customer Privacy

DISCLOSURES ON MANAGEMENT APPROACH (DMA)	
INDICATORS	
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data

Specific Standard Disclosures For The Financial Services Sector

CATEGORY: ECONOMIC

ECONOMIC DISCLOSURES FOR THE FINANCIAL SERVICES SECTOR	
Aspects	SECTOR DISCLOSURES
G4 Aspects	
Economic Performance	SECTOR ADDITIONS TO G4 INDICATORS G4-EC1 Direct economic value generated and distributed <ul style="list-style-type: none"> Community investments Monetary contributions Volunteer time In-kind contributions from services or equipment



Annex 2

CATEGORY: ENVIRONMENTAL

ENVIRONMENTAL DISCLOSURES FOR THE FINANCIAL SERVICES SECTOR	
Aspects	SECTOR DISCLOSURES
G4 Aspects	
Effluents and Waste	SECTOR ADDITIONS TO G4 INDICATORS
	G4-EN23 Total weight of waste by type and disposal method
	Paper and waste disposal methods

CATEGORY: SOCIAL

Sub-Category: Human Rights

HUMAN RIGHTS DISCLOSURES FOR THE FINANCIAL SERVICES SECTOR	
Aspects	SECTOR DISCLOSURES
G4 Aspects	
Investment	SECTOR ADDITIONS TO G4 INDICATORS
	G4-HR1 Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

Sub-Category: Society

SOCIETY DISCLOSURES FOR THE FINANCIAL SERVICES SECTOR	
Aspects	SECTOR DISCLOSURES
G4 Aspects	
LOCAL COMMUNITIES	SECTOR ADDITIONS TO G4 INDICATORS
	FS13 Access points in low-populated or economically disadvantaged areas by type
	FS14 Initiatives to improve access to financial services for disadvantaged people

Sub-Category: Product Responsibility

PRODUCT RESPONSIBILITY DISCLOSURES FOR THE FINANCIAL SERVICES SECTOR	
Aspects	SECTOR DISCLOSURES
G4 Aspects	
PRODUCT PORTFOLIO	SECTOR ADDITIONS TO G4 INDICATORS
	FS6 Percentage of the portfolio for business lines by specific region, size (e.G. Micro/sme/large) and by sector
	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose



Thank You



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