

Empowering communities, continent wide.

Ecobank
The Pan African Bank

2025 SUSTAINABILITY REPORT

Finance that builds, responsibly



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40 YEARS OF BUILDING A PAN-AFRICAN BANK

An ideal born into fragmentation and upheaval

In 1985, Africa had a fragmented financial landscape. National boundaries and colonial legacies constrained vision and opportunity across our continent. Ecobank was founded to change that by integrating the continent's markets and supporting economic development.

20 years of private ownership: connecting West and Central Africa

Two decades saw Ecobank grow to 18 countries, proving that a home-grown institution was capable of uniting markets and mobilising capital across borders.

In 2006, Ecobank opened for public ownership through a historic triple listing on exchanges in Nigeria, Ghana and Côte d'Ivoire. Ecobank became the first pan-African financial institution open for African shareholders.





	2006	2025
Revenue	$348m	$2.4bn
Profit before tax	$129m	$801m
Assets	$3.5bn	$34.5bn
Employees	5,860	13,889
African countries	18	34
International offices	0	4

40 YEARS OF BUILDING A PAN-AFRICAN BANK

A stronger Ecobank for a stronger Africa

Over four decades, Africa and Ecobank have changed dramatically. An ambition to build a pan-African financial institution has become a reality. Millions of people and businesses are connected across Africa and beyond.

As Africa's economies continue to grow and integrate, Ecobank will continue to advance financial connectivity and access for everyone in Africa.

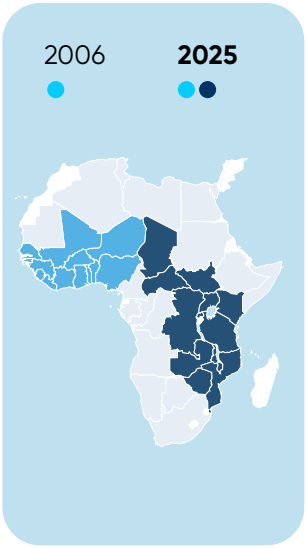
20 years of public ownership: connecting our continent and beyond

Today, Ecobank connects more than 60% of the African continent through a single pan-African banking network. Four international offices connect that network to markets in Asia, Europe and the Middle East, expanding opportunities and investment.

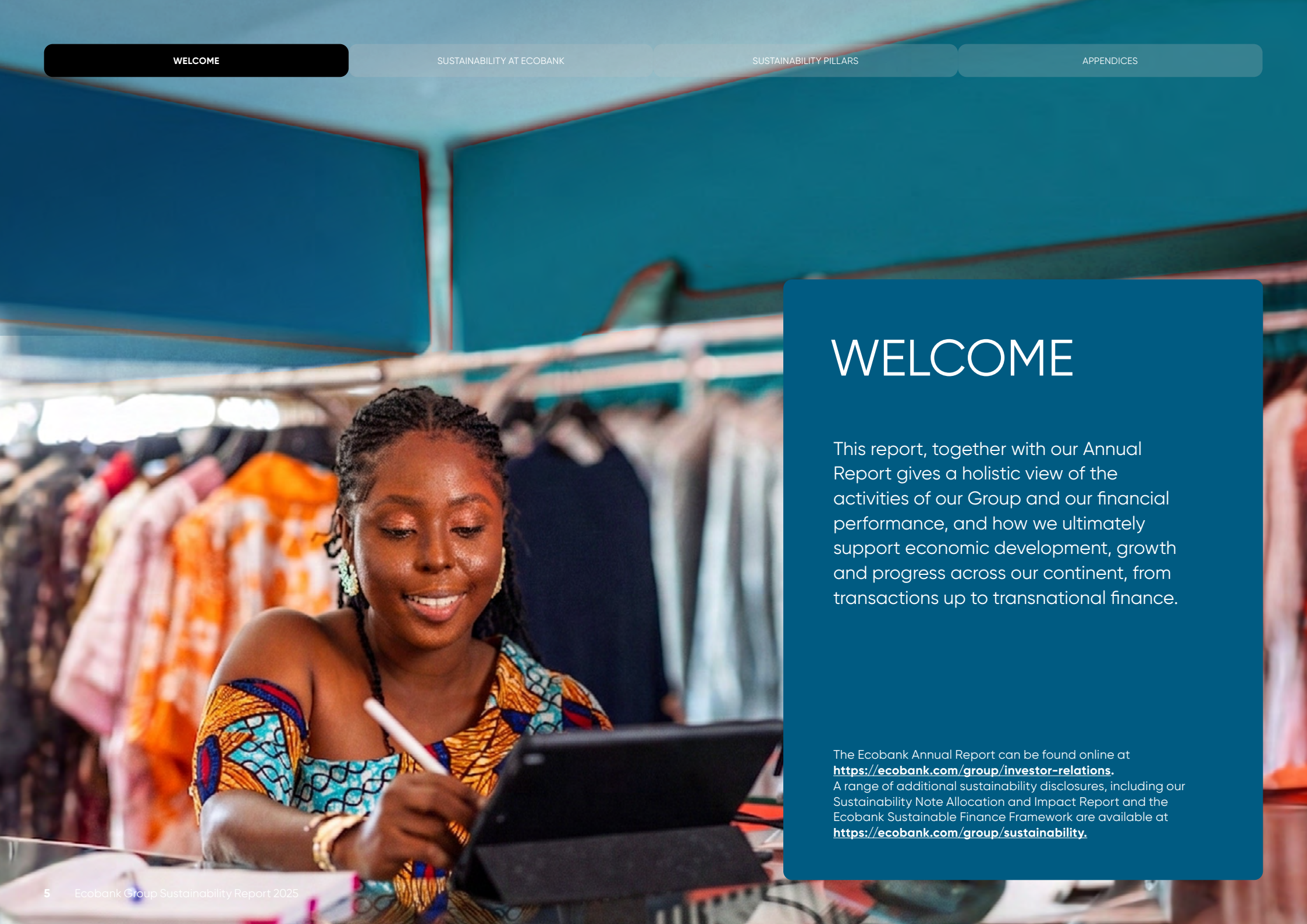


The challenges were immense, yet the dream was larger still. We aimed to demonstrate that Africa could create institutions for itself, independently.

Gervais K. Djondo
Co-founder and former chairman of Ecobank







WELCOME

This report, together with our Annual Report gives a holistic view of the activities of our Group and our financial performance, and how we ultimately support economic development, growth and progress across our continent, from transactions up to transnational finance.

The Ecobank Annual Report can be found online at **https://ecobank.com/group/investor-relations**.
A range of additional sustainability disclosures, including our Sustainability Note Allocation and Impact Report and the Ecobank Sustainable Finance Framework are available at **https://ecobank.com/group/sustainability.**

2025 HIGHLIGHTS

$16M

Gender Bond – first by a pan-African bank

>$780M

cumulative Ellevate disbursements to women entrepreneurs since 2020



>4.5m

active SME and micro customers



$380M

dedicated sustainable finance portfolio



46,414

students trained through Foundation programmes

>$550M

in sustainability-linked financing



>47,000

farming households financed from seed to shelf

66

IT laboratories established by the Ecobank Foundation

10.8%

of total loan portfolio supporting the UN Sustainable Development Goals

97%

staff retention rate

BANK OF THE YEAR

for AFAWA – Affirmative Finance Action for Women in Africa

21,000

new women owned businesses reached through Ellevate in 2025

32%

women in Executive Management

REPORT SCOPE AND BOUNDARY

This Sustainability Report covers Ecobank Transnational Incorporated ('Ecobank' or 'the Group') and all banking and non-banking subsidiaries across its operating network for the financial year ending 31 December 2025. It forms part of Ecobank's 2025 Annual Report and is published as a standalone document available on the Group's website.

The report covers the Group's sustainability performance, strategy, risks and opportunities across all operations. Where data is collected at Group level and covers all subsidiaries, this is stated. Where data is collected at affiliate level and consolidated, this is noted. Where data is not yet available at full Group level, this is explicitly flagged with a commitment to expand coverage in 2026.

This report has not been externally assured for FY2025. Recognising that assurance cannot meaningfully be provided over estimated data, the Group will introduce external assurance on a selective basis from FY2026, beginning with disclosures that can be substantiated from source – sustainable-finance volumes, ESRM screening coverage, supplier screening, and workforce and governance data – and extending to operational environmental metrics as affiliate data systems mature. This approach is consistent with our commitments under the Principles for Responsible Banking.

Reporting entity	Ecobank Transnational Incorporated (ETI)
Registered office	2365, Boulevard du Mono, B.P. 3261, Lomé, Togo
Reporting period	1 January – 31 December 2025
Previous report	Ecobank Group Sustainability Report 2023
Publication date	Q2 2026
Stock exchange listings	Nigerian Stock Exchange (NSE), Ghana Stock Exchange (GSE), Bourse Régionale des Valeurs Mobilières (BRVM)
Operating network	34 countries across sub-Saharan Africa, 4 international offices
Website	www.ecobank.com
Sustainability contact	Group Head, Sustainability, Environmental and Social Risk Management

GRI disclosures: GRI 2-1, 2-2, 2-3, 2-4, 2-5

OUR PAST REPORTS

Ecobank has published sustainability reports since 2017, reflecting the Group's progressive commitment to transparency and accountability on environmental, social and governance matters.

All past reports are available on the Ecobank Group website at www.ecobank.com/sustainability.



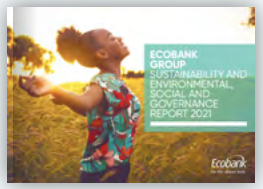
2025
Sustainability Report



2023
Ecobank Group Sustainability Report
Nurturing Abundance in Africa



2022
Ecobank Group Sustainability and ESG Report



2021
Ecobank Group Sustainability and ESG Report



2019
Ecobank Group Sustainability Report



2018
Ecobank Group Sustainability Report



2017
Ecobank's Digital Pathway to Sustainable Banking

GUIDING FRAMEWORKS, STANDARDS AND COMMITMENTS

In developing the Group's sustainability strategy and this report, Ecobank has applied and aligned to the following internationally recognised frameworks, standards and commitments:

Reporting Frameworks		
GRI	**GRI Standards (2021)** Primary reporting framework – material topics, disclosures and GRI Content Index	**Applied**
IFRS Sustainability	**ISSB IFRS S1 and S2** Climate-related financial disclosures – voluntary basis	**In progress**
TCFD Task Force on Climate-related Financial Disclosures	**TCFD** Governance, strategy, risk management, metrics and targets	**Applied**
TNFD Taskforce on Nature-related Financial Disclosures	**TNFD** Nature-related financial risks and opportunities	**Preliminary**
Lending and Transaction Standards		
IFC	**IFC Performance Standards PS1–8** Applied to all ESRM-screened transactions across the lending portfolio	**Applied**
Equator Principles	**Equator Principles EP4** Applied to qualifying project finance transactions	**Applied**
EDFI	**European Development Finance Institution** Requirements applied on transactions co-financed with EDFI member institutions – including Proparco, DEG, FMO, Norfund, EFP and others	**Applied**

GUIDING FRAMEWORKS, STANDARDS AND COMMITMENTS

The Green Bond Principles	**ICMA Green Bond and Social Bond Principles** Sustainable finance product and issuance standards	**Applied**
PCAF Partnership for Carbon Accounting Financials	**PCAF** Financed emissions methodology	**In progress**
DFI	**DFI-Specific Requirements (other)** Ecobank applies the specific E&S, climate and reporting requirements of each DFI partner on a transaction-by-transaction basis. This table reflects primary frameworks. Country-level and institution-specific requirements are monitored continuously across all 34 markets.	**Applied**

Principles and Commitments

UN environment programme	**UNEP FI Principles for Responsible Banking (PRB)** Six principles – self-assessment integrated into this report	**Signatory**
United Nations Global Compact	**UN Global Compact** Ten principles on human rights, labour, environment and anti-corruption	**Signatory**
SUSTAINABLE DEVELOPMENT GOALS	**UN Sustainable Development Goals (SDGs)** 17 SDGs mapped to Group activities and portfolio	**Applied**
OECD	**OECD Guidelines for Multinational Enterprises** Business conduct and responsible investment standards	**Applied**
PARIS CLIMATE AGREEMENT	**Paris Climate Agreement** Net zero transition – Group strategy aligned to 1.5°C pathway	**Aligned**

GUIDING FRAMEWORKS, STANDARDS AND COMMITMENTS

Market-Level Frameworks	The entries below are illustrative of key sustainability-related regulatory frameworks relevant to Ecobank's operating markets. Ecobank actively monitors and engages with sustainability and climate-related regulatory developments across all 34 operating markets. The absence of a specific market from this table does not indicate that it falls outside the Group's regulatory compliance scope.	
	Nigerian Sustainable Banking Principles Applied to Ecobank Nigeria operations – environmental and social risk management in lending	**Applied**
	Ghana Sustainable Banking Principles Applied to Ecobank Ghana operations – environmental and social risk management in lending	**Applied**
	Ghana Stock Exchange ESG Disclosure Guidance Market-level ESG disclosure for GSE-listed entities	**Applied**
	Kenya Banking Sector Charter Applied to Ecobank Kenya operations – responsible finance and environmental risk	**Applied**
	Tanzania ESRM Guidelines (Bank of Tanzania) Applied to Ecobank Tanzania operations – environmental and social risk management	**Applied**
	Zimbabwe – RBZ Climate Risk Guidelines for the Banking Sector	**Active compliance**
	Malawi – Reserve Bank of Malawi Climate and Environmental Risk Framework	**Confirm status**
All other operating markets	Ecobank monitors and complies with sustainability-related regulatory requirements in all 34 operating markets. Country-level regulatory developments – including central bank sustainability guidelines, climate risk frameworks, green taxonomy developments and ESG disclosure requirements – are tracked and integrated into the ESRM framework on a continuous basis.	**Active compliance**

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements based on current expectations. Actual results may differ due to changes in economic conditions, regulatory requirements, or climate-related risks.

Ecobank undertakes no obligation to update these statements after the date of publication.

Selected financial data has been audited as part of the 2025 Annual Report. Climate risk data is from the Proparco/IPC assessment (2024–2025) using the CERO platform – methodology described in the Policies and Procedures chapter.

Where data differs from the 2023 Sustainability Report, this is noted. The operating country count will be updated to reflect a subsidiary sale since the 2023 report.



ABOUT ECOBANK

Ecobank is the leading pan-African banking group, with a presence in 34 African countries and international offices in Paris, London, Dubai and Beijing. At year-end 2025, the Group had $34.5 billion in total assets and employed 13,889 people. Ecobank is listed on the Lagos, Accra and Abidjan (BRVM) stock exchanges.



$34.5bn
In total assets at year-end 2025

13,889
Employees

OUR VISION, MISSION AND VALUES

Vision

To build a world-class pan-African bank and contribute to the economic development and financial integration of Africa.

Mission

To provide all our customers with convenient and reliable financial products and services, and to be a committed partner in the economic and social development of the communities we serve.

Our Values – RACEIT

Ecobank's RACE-IT values define the culture and behaviours that guide every interaction, decision and investment across the Group's network:

RACEIT

Respect
Treating every colleague, customer and community with dignity and fairness.

Accountability
Taking personal and collective ownership of outcomes.

Creativity
Innovating continuously to serve Africa's diverse and rapidly evolving markets.

Entrepreneurship
Acting with the initiative and resilience of those who built this institution.

Integrity
Holding the highest ethical standards in all circumstances.

Teamwork
Leveraging the full power of the pan-African network for the benefit of customers and communities.

Our culture

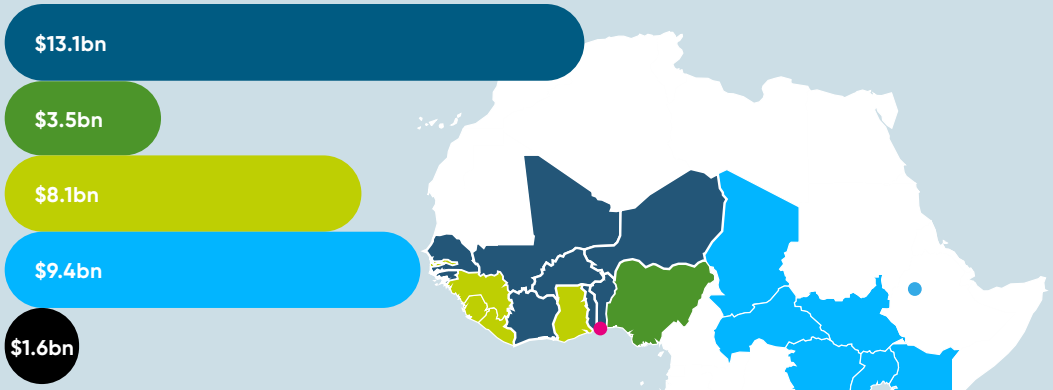
In 2025, Ecobank deepened its Brave, Passionate, Committed (BPC) culture framework through the Group's largest bottom-up culture engagement initiative – Ecobank Voices – which brought 12,000+ employees across all markets into a structured conversation about what the Bank stands for and how it should operate. The BPC culture scores reached 87%, 90% and 85% respectively – among the strongest in the Bank's recent history.

BRAVE
PASSIONATE
COMMITTED

PAN-AFRICAN OPERATIONS

Continental coverage

TOTAL ASSETS



- Francophone West Africa (UEMOA)
- Nigeria
- Anglophone West Africa (AWA)
- Central, Eastern and Southern Africa (CESA)
- International
- Head office displayed on map
- Representative offices

34
African countries

Intercontinental reach



4
International offices

OUR BUSINESS SEGMENTS

Ecobank manufactures financial products and services centrally and distributes them locally through its affiliate network.

This model enables consistent product quality and risk standards across diverse markets, while allowing local relevance and customer intimacy. The Group operates through three customer-centric business segments:

CONSUMER AND COMMERCIAL BANKING

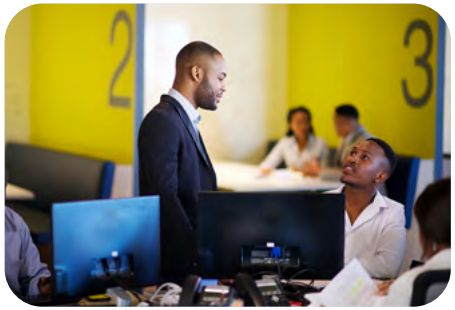
CONSUMER BANKING



We serve our individual clients – High Value (HV) (Premier) and Emerging Affluent (EA) & Mass segments with deposits, consumer loans, cards, payments, bancassurance, and wealth management products through bank branches, ATMs, digital (mobile and online), and agency banking networks.

$8.0bn	$1.6bn
Customer deposits	**Gross loans**
$566m	$205m
Net revenue	**Profit before tax**

COMMERCIAL BANKING



We offer loans, trade finance, cash management, and payment products and services to our business clients – SMEs, Local Corporates (LOC), and Education, Faith & Social Services (EFS) segments through digital and physical channels.

$7.1bn	$2.5bn
Customer deposits	**Gross loans**
$658m	$275m
Net revenue	**Profit before tax**

CORPORATE AND INVESTMENT BANKING



Corporate and Investment Banking (CIB) provides a wide range of financial services, including FICC, cash management, trade, loans and liquidity and securities, wealth, and asset management to a diverse client base, including global, regional and public corporations and financial and international organisations.

$10.2bn	$8.7bn
Customer deposits	**Gross loans**
$1.3bn	$698m
Net revenue	**Profit before tax**

OUR OPERATING MODEL

From 2024, the Group's new strategy – Grow, Transform and Deliver Returns (GTR) – has focused the organisation on three strategic imperatives: growing revenue through customer-centric business lines; transforming the operating model for speed, efficiency and accountability; and delivering sustainable returns to shareholders and society.

The Participation Model, rolled out across 20 countries in 2025, defines the decision-making boundaries between Group, Regional and Affiliate levels – ensuring that accountability is clear, that subsidiaries have the autonomy to serve local markets effectively, and that Group standards on risk, compliance and sustainability are consistently applied.



OUR DIGITAL OFFERING

Ecobank harnesses technology to deliver convenient, affordable and innovative banking for people, SMEs, corporates and governments across sub-Saharan Africa.

The Group's digital infrastructure – including the Ecobank Mobile App, Ecobank Online, the Xpress Point agent network and payments and remittance solutions – has become the primary channel through which millions of customers access financial services.

Digital banking is also an environmental multiplier at Ecobank's scale. Every percentage point shift from physical branch transactions to digital channels reduces the carbon footprint associated with customer travel, paper consumption and branch energy use. In 2025, digital transaction volumes continued to grow as a proportion of total transactions, reflecting both customer preference and the Group's deliberate investment in digital infrastructure.



TOTAL PAYMENT VOLUME ($bn)

SME & CORPORATE

OMNILITE – COMMERCIAL BANKING

$15.3bn +88%

OMNIPLUS – CORPORATE BANKING

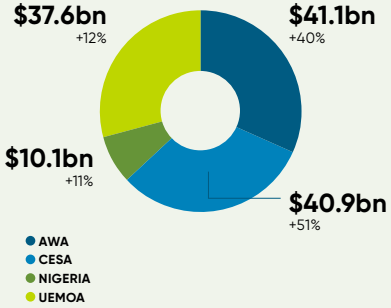
$96.7bn +31%

CONSUMER

DIGITAL BANKING

$3.6bn +94%

TOTAL PAYMENT VOLUME ($bn)





OUR FINANCIAL PERFORMANCE IN 2025

Ecobank delivered a strong, earnings-led performance, with 17% revenue growth translating into improved profitability (PBT +21% YoY), supported by positive operating leverage as income growth materially outpaced costs.

Efficiency gains were sustained, with the cost-to-income ratio improving to 48.3%, while ROTE remained robust at 27.8%, reflecting disciplined execution of our Growth, Transformation and Returns (GTR) strategy. Performance was underpinned by solid net interest income growth, driven by customer deposit expansion, alongside a diversified revenue mix with non-funded income contributing 42.4%.

The financial results summarised below are extracted from the 2025 Annual Report and represent the economic value that the Group generated and distributed across its markets during the year.



In 2025, we successfully translated top-line growth into high-quality returns. By optimising our funding mix and maintaining strong capital buffers, we proved the resilience of our pan-African model. Our GTR strategy is building a strong, future-fit bank for Africa

Ayo Adepoju
Group Chief Financial Officer,
Ecobank Transnational Incorporated

OUR FINANCIAL PERFORMANCE IN 2025

Distributing the value we create

Our economic value generated and distributed statement shows how the value Ecobank creates flows to the stakeholders who depend on us — our people, our investors and lenders, the governments of the markets we serve, and the communities supported through the Ecobank Foundation. Figures are drawn from the audited 2025 consolidated financial statements.

Economic value generated and distributed

US$ million	2025	2024
Direct economic value generated		
Net revenue (net operating income)	**2,449.3**	2,084.4
Economic value distributed		
Operating costs (excluding employee costs)		322
Employee wages and benefits	**801**	658
Payments to providers of capital (interest and dividends)	**407**	333
Payments to governments (taxes, all jurisdictions)	**1.655**	1.355
Community investment (Ecobank Foundation)		
Total economic value distributed	**34,487**	**27,955**
Economic value retained	**25,305**	**20,424**

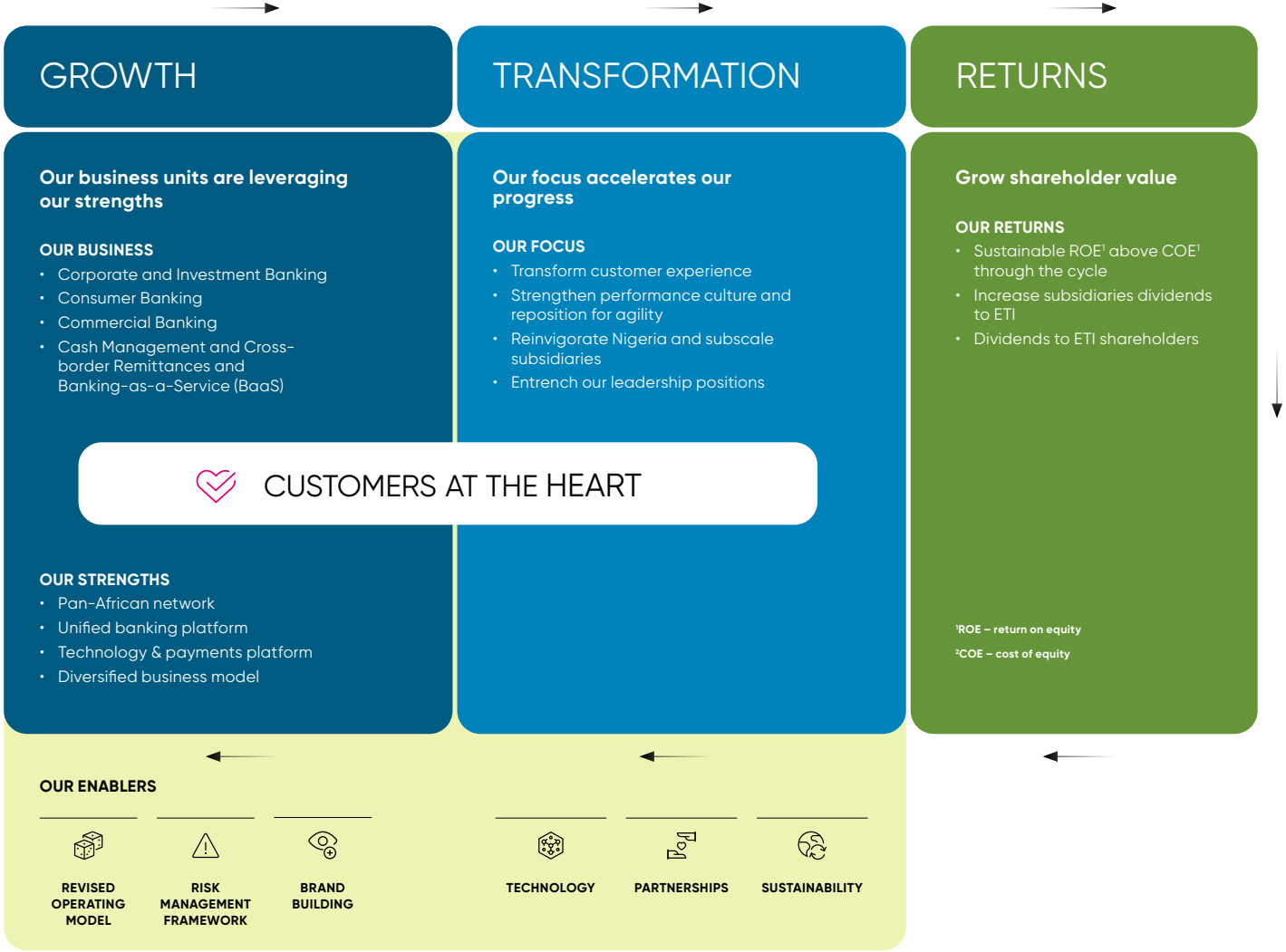
Basis of preparation. Operating costs, employee wages and benefits are taken from the audited Statement of Value Added. Payments to providers of capital comprise interest on borrowings (borrowed-funds interest only, excluding interest on customer deposits, which is treated as a cost of funds within net revenue) together with dividends paid to non-controlling shareholders and the Additional Tier 1 coupon; no ordinary dividend was paid in cash in either year. Payments to governments are income taxes paid per the consolidated cash flow statement. Community investment reflects Ecobank Foundation spend. Economic value retained is direct economic value generated less economic value distributed.

Note. Economic value retained on this basis (US$802.1m / US$577.4m) differs from the "retained in the Group" line of the audited Statement of Value Added (US$674.5m / US$572.5m), because GRI 201-1 excludes impairment charges and interest on customer deposits from amounts distributed to stakeholders.

GRI disclosures: GRI 201-1

OUR GROUP STRATEGY TO GROW, TRANSFORM AND DELIVER RETURNS

Our strategy puts our customers at the heart of everything we do. It is based on stakeholder insights, industry, regulatory and commercial analysis and forecasts. It drives all our solutions, services and operations across our 34 African markets.



Messages from our Leadership

Commitment. Action. Accountability.

Our leadership's reflections on our 2025 sustainability performance.













A LETTER FROM THE GROUP CHIEF EXECUTIVE OFFICER

Dear Shareholders,

In 2025, as Ecobank marked a milestone year, its 40th anniversary, the Group delivered a strong performance.

Revenue increased by 17% to $2.45 billion, profit before tax rose by 21% to $801 million, and profit attributable to ETI shareholders increased by 22% to $407 million. Return on tangible equity reached 27.8%, while earnings per share rose by 23%, tangible book value per share increased by 82%, and our cost-to-income ratio improved to 48.3% from 52.8% in 2024.

These results reflected the resilience of our pan-African platform, disciplined execution of our Growth, Transformation and Returns strategy and the value of our geographically diversified business model.

They also showed the continued relevance of Ecobank's purpose: to connect African markets, businesses and people through a financial institution with the reach, capability and capacity to support growth across the continent.

Financial performance snapshot

2025 headline indicators

$2.45bn
NET REVENUE
+17% YOY

$801m
PROFIT BEFORE TAX
+21% YOY

27.8%
RETURN ON TANGIBLE EQUITY
32.7% IN 2024

48.3%
COST-TO-INCOME RATIO
52.8% IN 2024

$407m
PROFIT ATTRIBUTABLE TO ETI SHAREHOLDERS
+22% YOY



These results reflected the resilience of our pan-African platform, disciplined execution of our Growth, Transformation and Returns strategy and the value of our geographically diversified business model.

Jeremy Awori
Group Chief Executive Officer

A LETTER FROM THE GROUP CHIEF EXECUTIVE OFFICER

A Strong Year, Built on Disciplined Execution

Beyond the headline numbers, we are proud that the quality of our growth improved. We grew customer deposits, improved our funding mix, expanded lending selectively, increased transaction volumes and value across payment channels, and remained disciplined in our spending. That combination supported stronger returns and a more balanced business that is well positioned for the future.

Rewarding Shareholder Patience

Our stronger capital position also supports a proposal to resume shareholder distributions. We were pleased to propose a dividend of $40 million, equivalent to 0.16 US cents per share, subject to shareholders' approval at the Annual General Meeting. This compares with the last dividend of $28 million, or 0.11 US cents per share, paid on the basis of our 2022 results. Under the Returns pillar of our strategy, this proposed payout reflects both stronger underlying performance and our commitment to enhancing shareholder returns in a disciplined and sustainable way.

This is an important step. Ecobank has not paid a dividend since 2022. Any decision to resume distributions must therefore rest on financial discipline, capital resilience and a clear view of the investment still needed to support future growth. As such, we are pleased that ETI's share price increased by 50% in naira terms to N41.90 or 60% in US dollar terms to $0.029 during the year, contributing further to total shareholder returns.

We recognise the patience of our shareholders, including those who have stood with Ecobank since its listing in September 2006. Their continued trust has mattered, particularly through periods when capital preservation and reinvestment had to take priority over distributions. The proposed dividend is therefore an important step in restoring a more consistent path of shareholder returns, while maintaining the discipline needed to support future growth.

Our approach remains balanced: reward shareholders appropriately, while preserving the strength and flexibility we need to keep executing our strategy.

Operating Across a Mixed Environment

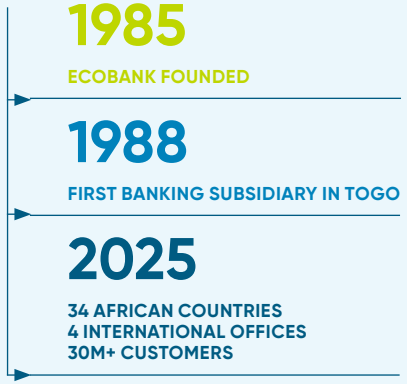
Our 2025 performance came through in a mixed operating environment. In UEMOA, growth remained strong and inflation eased. In Anglophone West Africa (AWA), including Ghana, conditions improved gradually as fiscal discipline strengthened and inflation moderated. Across Central, Eastern and Southern Africa (CESA), several markets delivered good momentum despite external and domestic pressures. The common thread across our regions is that Africa continues to grow, and the case for building resilient intra-African financial infrastructure remains strong.

Forty Years of Connecting Africa

Ecobank was founded in 1985 on a clear idea: Africa needed a bank built to connect markets, businesses and ambition across borders. That idea remains highly relevant today. As we mark 40 years of Ecobank, we do so with pride in what has been built and with confidence in what lies ahead.

From our first subsidiary in Togo in 1988, we have grown into a pan-African banking group serving over 30 million customers across account-based and partnership channels, with total assets of $34.5 billion, customer deposits of $25.3 billion and gross loans of $12.8 billion. Today, our footprint spans 34 sub-Saharan African countries and is complemented by operations in France, the United Kingdom, United Arab Emirates and China, helping clients connect African opportunities to global trade and capital flows. Our network is one of our greatest strengths, not just because of its scale, but because of what it allows customers and clients to do: receive, save and move money, make payments, manage liquidity, finance trade and grow across borders.

Pan-African platform: 40 years of connection



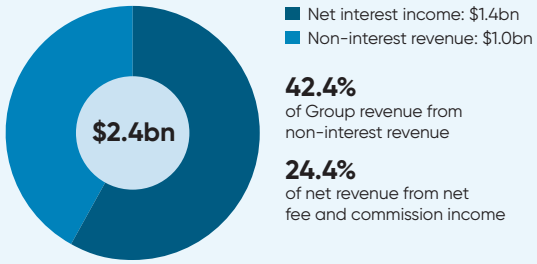
A LETTER FROM THE GROUP CHIEF EXECUTIVE OFFICER

Stronger Earnings, Better Quality Growth

What matters to us is not just growth, but the quality and durability of that growth. Our revenue base is broader and more balanced than before. In 2025, 42.4% of Group revenue came from non-interest revenue, while net fee and commission income accounted for 24.4% of net revenue. Net interest income increased to $1.4 billion, while non-interest revenue rose to $1.0 billion. Fee and commission income increased to $676 million. That tells us performance is being supported not only by lending, but also by payments, transaction services, treasury solutions and other fee-based activities across the franchise.

Revenue mix

Growth supported by both lending and fee-based activities



42.4%
of Group revenue from non-interest revenue

24.4%
of net revenue from net fee and commission income

A Stronger Balance Sheet, A More Resilient Group

We have also enhanced the quality of our balance sheet. Customer deposits grew by 24%, reaching $25.3 billion, marking the fastest growth in over a decade. Most significantly, low-cost and stable current and savings accounts (CASA) now account for 87.1% of total customer deposits, thereby improving the quality of our funding base and lowering its cost. Gross loans increased by 22% to $12.8 billion, supported by trade finance, digitally enabled consumer lending and focused client activity in areas where we see attractive returns and strong demand. Total assets rose by 23% to $34.5 billion and total equity increased 27% to $2.9 billion. For shareholders, that supports a more durable earnings profile and a stronger platform for sustained returns over time.

Our capital position also strengthened during the year. Group equity attributable to ETI shareholders increased by $852 million to $1.93 billion. This increase was supported by higher profit attributable to shareholders, positive movements in debt instruments, and a positive net effect from foreign currency translation reserves compared with the prior year. As at 31 December 2025, our capital adequacy ratios remained strong, with a CET1 ratio of 13.2%, Tier 1 capital ratio of 13.9% and total capital adequacy ratio of 16.8%. These levels represented buffers of more than 400 basis points above regulatory minima on a consolidated basis.

What matters is not only where those ratios ended the year, but how we managed towards them. We have become more disciplined in how we allocate capital, how we assess returns and where we choose to compete. We use return metrics more actively in our scorecards. We direct resources more deliberately to the businesses and markets where we see the strongest potential. And we are prepared to make difficult decisions where returns do not justify continued capital commitment.

A clear example of our commitment to capital discipline was our decision to divest the Mozambique business because it did not meet our performance and return criteria in a competitive market. For us, capital discipline is not a side topic; it is central to ensuring that growth translates into shareholder value.

Throughout the year, we remained focused on prudent liquidity management, funding diversification and longer-tenor funding. We also continued to stress test the balance sheet, identify pressure points early, act where required, and even enhanced our central provisions to give us cover for any future challenges. Capital strength did not happen by itself. It came from stronger earnings, tighter balance-sheet management and very deliberate choices across the Group.

Execution Across the Franchise

Both of our core business lines made a strong contribution. In Corporate and Investment Banking (CIB), revenue increased by 21% to $1.3 billion and profit before tax rose by 40% to $698 million. This performance was broad-based. It reflected stronger treasury performance, higher client activity in foreign exchange and fixed income, growth in cash management fees, increased payment volumes, and continued momentum in trade finance and asset management. In Global Transaction Banking, we won more than 75 major cash-management mandates from multinationals, development finance institutions, humanitarian agencies and regional corporates. Our Trade Finance business also supported $610 million in commodity financing, reinforcing our ambition to be Africa's leading trade partner.

A LETTER FROM THE GROUP CHIEF EXECUTIVE OFFICER

In Consumer and Commercial Banking (CCB), revenue increased by 15% to $1.2 billion and profit before tax rose by 25% to $480 million. Here too, the result came from deliberate execution. We focused on expanding access for both new and existing customers, improving and broadening our product and customer solutions, deepening customer engagement, increasing lending activity, and growing card, deposit-related and payment fees through higher transaction volumes. We broadened digital account opening in more markets, installed over 500 new ATMs, extended our Direct Sales Agent network into 22 markets and added over 1,000 new personnel. In Commercial Banking, we strengthened relationships with SMEs, particularly in agribusiness, and continued to build more specialised segment capabilities.

What this shows is that our model works best when we combine scale, reach and execution discipline across the network. It also shows the value of banking the ecosystem end-to-end, serving corporates, public sector clients, SMEs and consumers through one connected pan-African franchise.

Our regional performance also showed the value of diversification. UEMOA, AWA and CESA all delivered strong revenue growth and healthy returns on equity. UEMOA remained strong, with profit before tax rising 11% (+6% in constant currency) and return on equity of 26.8%. AWA delivered profit before tax growth of 28% (+18% in constant currency), with good momentum across both business lines. CESA, our fastest growing and highest performing region, recorded profit before tax growth of 52% (+50% in constant currency) and return on equity of 36.1%. Our Nigeria affiliate grew its revenues by 22% (+28% in constant currency) and pre-provision profit by 96% (+113% in constant currency), however, this was offset by necessary impairment provisions which impacted its profits and returns. Our broad-based performance in other regions helped offset weaker performance in Nigeria and again showed the strength of our regional footprint.

You can find more information about the performance and strategic plans for each of our business lines in the letters from our Group Executives that follow my letter. I encourage you to do so.

Benefits of our diversified business model

In millions of $ (% change FY25 vs FY24 in constant currency[1])	Net Revenue[2]	PBT[2]	Contribution to Group Net Revenue
UEMOA	$788 +7%	$384 +6%	30%
Nigeria	$155 +28%	$(31) n.m.	6%
AWA	$737 +4%	$402 +18%	28%
CESA	$849 +29%	$450 +50%	33%
International	$79 +4%	$47 +1%	3%

1. Constant currency reporting eliminates fluctuations in the functional currencies of our operating subsidiaries against the US dollar, our reporting currency. It is a clearer and more meaningful indicator of the firm's underlying performance, assuming the US dollar exchange rate to the various functional currencies did not change within the period.
2. Selected income statement lines only and totals may not sum up.

Note: Totals may not sum due to rounding

Nigeria: Facing the Issues, Building Better Quality Growth

While the Group delivered strong overall results, we also took decisive action in areas where performance needed to improve, most notably in Nigeria.

Nigeria remains one of Ecobank's largest market opportunities, and transforming the business there remains an important part of our GTR strategy. At the same time, it remains a business that needs active, focused management attention. In 2025, it was one of our biggest priorities.

Ecobank Nigeria has met the Central Bank of Nigeria's minimum capital requirement of N200 billion for national banks. This requirement was met in December 2024. As communicated previously, Ecobank Nigeria's capital adequacy ratio is below the regulatory minimum of 10%. This is a matter that the Board and Management of Ecobank Nigeria are actively addressing through a combination of measures, while providing regular updates to the Central Bank of Nigeria.

In the fourth quarter of 2025, as part of our measures to exit the Central Bank of Nigeria's regulatory forbearance, we took significant impairments in Nigeria, particularly within the CIB portfolio. This resulted in a pre-tax loss of $31 million for the year and a non-performing loan ratio of 42.1%. These actions made the turnaround more demanding in the near term, but they were necessary. They brought greater transparency to legacy issues and allowed us to address the difficult matters directly rather than carry them forward.

A LETTER FROM THE GROUP CHIEF EXECUTIVE OFFICER

What matters now is execution. We are working closely with the regulator. We are actively managing capital and asset-quality issues and we are reshaping the business towards areas where we see better-quality growth. That shift is already visible. In 2025, CCB in Nigeria grew by 23% year on year, driven by deeper client engagement and growing transaction volumes. We still have work to do, but the path is clear: deal with the legacy issues, restore compliance, and build a better-quality business underneath.

Growth, Transformation and Returns in Action

Our Growth, Transformation and Returns strategy remains the right framework for the next phase of Ecobank's development.

Growth means deepening customer relationships in the businesses and markets where we can win sustainably. Transformation means having the courage to reinvent the way we work and the solutions we provide our clients, while leveraging evolving technology and artificial intelligence solutions to serve our clients better. In doing so, we have sharpened our clarity of focus in each market so that we can compete more effectively. We have also upgraded our risk frameworks and appetite in line with changing geopolitical and macroeconomic fundamentals. These actions enhance the way we run the Group.

Our Returns pillar focuses on having a disciplined approach to capital management and allocation, converting our scale, network and capabilities into stronger and more sustainable shareholder value. In particular, we have focused on and made significant progress on dividend upstreaming by subsidiaries, which has grown from $217 million in 2024 to $303 million in 2025. This has strengthened our central liquidity and capital position, supporting our proposed dividend payment.

In 2025, we made progress across all three areas. We improved our payments, cash management and trade finance capabilities. We continued to invest in technology and digital platforms to support faster product delivery, better integration across markets and a stronger customer experience. We also took steps to improve how the Group works internally, simplifying processes, strengthening governance and making execution more disciplined. Across the Group, we remained focused on doing the simple things well, with consistency, accountability and better follow-through. We are not getting distracted; we are taking the right difficult decisions and executing with agility and discipline.

Purpose Beyond Banking

Our purpose also extends beyond banking. Through the Ecobank Foundation, we continued to support social impact across Africa, with programmes focused on health, education and gender equality. In 2025, the Foundation strengthened its role as a platform for partnerships, including work on health and nutrition, inclusive digital education, and women's financial empowerment. This reflects a simple belief: stronger communities help build stronger economies.

In education, the Foundation concluded its three-year "Transforming Africa Through Education" campaign, exceeding its initial targets by establishing 66 IT laboratories and training 46,414 children and young people across the continent. Through the enhanced Ellevate programme, launched in nine African countries in March 2025, Ecobank also continued to support women entrepreneurs with financing, mentoring and advisory services. These initiatives are part of how the Group connects financial inclusion with broader economic inclusion.

Focused on the Next Phase

As we look ahead to 2026, our focus remains on disciplined execution. Subject to market conditions, we expect net revenue growth in the low-to-mid single digits, with operating expense growth in the low single digits. We will continue to manage the business towards a cost-to-income ratio of 48% to 50%, while reducing cost of risk and improving asset quality over time.

How we deliver that is just as important as the targets themselves. In CIB, we see further room to deepen wallet share, grow transaction banking, expand trade finance and build sector expertise in the industries that matter most across our markets. In CCB, we see opportunities to grow customer numbers, deepen primary banking relationships, increase transactional activity and scale lending carefully within a stronger risk framework. In payments, we continue to see significant opportunity across domestic payments, cross-border flows, remittances and Banking-as-a-Service, supported by investment in technology, partnerships and our central platform.

These targets are linked to clear delivery levers across the business: stronger customer acquisition, deeper client relationships, better transaction flows, continued digital investment, tighter cost discipline and more active risk management. That is how we intend to strengthen returns, improve earnings quality and continue building a bank that is more efficient, more connected and better positioned for the future.

A LETTER FROM THE GROUP CHIEF EXECUTIVE OFFICER

Building the Ecobank of the Future

As we mark 40 years of Ecobank, I do not see an institution that has reached its destination. I see one becoming more focused on what it was built to do. Africa still needs connection, but now at a new level: faster, more digital, more secure, more integrated and more inclusive. That is the work in front of us.

To our employees, thank you for what you deliver every day. To our regulators, thank you for your partnership and your challenge to keep improving. To our customers, thank you for trusting us in the moments that matter. And to our shareholders, thank you for your trust, patience, scrutiny and belief.

Our task now is clear, even if demanding to deliver: to execute consistently across 34 African markets so that customers choose Ecobank first, every time.

Yours sincerely,

Jeremy Awori



Group Chief Executive Officer



LETTER FROM THE CHAIR OF THE BOARD REMUNERATION, SUSTAINABILITY AND TECHNOLOGY, (RST) COMMITTEE



Dear Shareholders, Colleagues, and Stakeholders,

We do not borrow our future from the world. We build it here, in Africa.

That conviction has guided Ecobank for 40 years. It also lies at the heart of this year's sustainability report theme, "Empowering Communities." As we present this report, I am pleased to offer the perspective of the Board Remuneration, Sustainability and Technology Committee (RSTC); a perspective shaped by responsible stewardship, and an enduring commitment to Africa's future.

The Board's Role

The Group's risk landscape shapes its governance. Yet the Board's role remains distinct from that of management. It is not to manage day-to-day execution, but to provide robust oversight, to challenge management constructively, and to uphold accountability. For a bank that has grown alongside Africa for four decades, one truth remains clear: our future is inseparable from that of the continent we serve.

The Global Context: Why Governance Matters

Africa is still industrializing. Its people still require reliable access to energy. Yet the continent bears a disproportionate burden of climate impacts, despite contributing the least to global emissions. A just transition in Africa cannot demand a choice between growth and decarbonization. It must advance both—deliberately, equitably, and at scale. That conviction continues to inform the way this committee discharges its oversight responsibilities.

Around the world, expectations of sustainability governance from shareholders, regulators, and civil society are intensifying. Regulators in multiple jurisdictions have announced enforcement actions against companies making misleading sustainability claims. As a result, the pressure on boards to demonstrate meaningful, well-documented oversight has never been greater. The ISSB's IFRS S1 and S2 standards are now being adopted in more than 36 countries, including across Africa, where Nigeria has mandated adoption and Ghana, Kenya, Tanzania, Uganda, Ethiopia, South Africa, and others have published formal roadmaps or regulatory guidance. The EU's Corporate Sustainability Due Diligence Directive is also raising expectations for board-level oversight of human rights and environmental impacts across value chains.

Ecobank has made meaningful progress in aligning with IFRS S1 and S2 across subsidiaries in markets where regulatory adoption is already under way or mandated. This remains an ongoing journey, and we continue to strengthen our alignment as data availability and reporting infrastructure mature across our 34 African markets.

Our Committee's Progress: Oversight That Drives Accountability

Throughout 2025, the RSTC Committee maintained active oversight of the Group's sustainability agenda. It approved the Group's Sustainability Strategy and Net Zero Strategy, endorsed sustainability-related policies and frameworks, oversaw the resourcing of sustainability across the Group's regions, and supported the continued integration of sustainability into the Bank's strategy and operations.

Our work is grounded on a simple conviction: a sustainable bank is a stronger bank, and a stronger bank helps build a more resilient Africa.

Louis Adande
Chair, Board Sustainability and Risk Committee,
Ecobank Transnational Incorporated

LETTER FROM THE CHAIR OF THE BOARD REMUNERATION, SUSTAINABILITY AND TECHNOLOGY, (RST) COMMITTEE

We also ensured that Ecobank's climate targets—carbon-neutral operations by 2040 and net-zero financed emissions by 2060—were subject to rigorous scrutiny, including careful consideration of the Africa-specific just transition pathways that support them. Our objective was clear: to ensure that these targets reflect global ambition while remaining grounded in the realities of our markets. We believe in pragmatism and accountability. We must deliver on our commitments and to what is right for Africa—not merely align with externally defined expectations.

Looking Ahead to 2026

In 2026, our committee will focus on the following priorities:

- Deepening the integration of sustainability across the Group's strategy, business, and operations
- Strengthening board and staff capability in climate and nature risk through targeted training and development
- Continuing to enhance the Group's sustainability policies, procedures, and governance frameworks
- Ensuring that Ecobank remains a recognised leader in sustainability across the African continent

I extend my thanks to the Co-Chief Risk Officers and the entire management team for their transparent engagement with this committee, and to my fellow Board members for their steadfast commitment to disciplined oversight.

Our work is grounded on a simple conviction: a sustainable bank is a stronger bank, and a stronger bank helps build a more resilient Africa.



Louis Adande
Chair, Board Sustainability and Risk Committee,
Ecobank Transnational Incorporated

LETTER FROM THE CO-GROUP CHIEF RISK OFFICERS





One Risk Culture. One Bank. Together, building a more resilient and prosperous Pan-African future

Long-term value creation depends on disciplined risk management. We believe resilience is built not in moments of disruption, but in the decisions made before disruption arrives. That conviction continues to shape how we identify, assess, and manage risk across the Group, influencing how we allocate capital, support the business growth, and safeguard the long-term resilience of our balance sheet.

As Africa's largest pan-African banking group, operating across 34 markets, we recognize that climate change, nature loss, technological disruption, and evolving stakeholder expectations are increasingly interconnected drivers of risk and opportunity. Our responsibility is not only to understand these developments but also to ensure they are appropriately reflected in our risk-taking decisions, portfolio management practices, and long-term strategic planning.

Climate and Nature: Emerging Risks with Real Financial Implications

Climate change and nature loss are closely interconnected, each amplifying the other and creating risk exposures that no single-risk framework can fully capture. Biodiversity loss and ecosystem degradation are increasingly recognized as material threats to economic productivity, supply chains, and financial stability. At the same time, many organizations continue to face challenges in translating environmental commitments into measurable action, creating potential implications for governance, capital allocation, and long-term resilience.

One Risk Culture. One Bank. Together, building a more resilient and prosperous Pan-African future grounded in discipline, strengthened by collaboration, and sustained by a clear commitment to responsible growth and long-term value creation.

Pankaj Talwar and Ademola Awokoya
Co-Chief Risk Officers, Ecobank Transnational Incorporated

LETTER FROM OUR CO-CHIEF RISK OFFICERS

For Ecobank, these considerations are particularly relevant. Many of the markets in which we operate are among the most climate-vulnerable and biodiversity-rich regions globally. Our clients depend on productive land, stable ecosystems, and predictable weather patterns. As these foundational systems come under pressure, risks can migrate rapidly into credit quality, asset performance, operational continuity, and portfolio resilience.

Our objective is not merely to understand climate and nature-related risks, but to ensure they are systematically identified, measured, monitored, and appropriately integrated into decision-making across the Group.

Strengthening Our Risk Management Framework

During 2025, we continued to expand and strengthen our sustainability risk management capabilities.

We progressed climate and nature risk assessments across our operating markets, improving our visibility over key exposures and vulnerabilities. We enhanced our risk management toolkit through the development of climate and nature risk scoring methodologies, incorporation of shadow climate and nature risk pricing considerations into material decision-making processes, advancement of sector transition and decarbonisation strategies, and continued development of financed emissions measurement and transition pathways that reflect the realities of African economies and sectors.

In parallel, dedicated climate and biodiversity policies were approved and further embedded across the Group. Sustainability risk considerations were also more deeply integrated within our Enterprise Risk Management framework, ensuring that climate and nature-related risks are governed with the same discipline and oversight applied to other material risk categories.

Building the Next Generation of Risk Management

The Risk function, within which sustainability resides, is focused not only on managing today's risks but also on preparing for tomorrow's challenges.

Digitalisation, advanced analytics, automation, and artificial intelligence are increasingly transforming how financial institutions identify, assess, and monitor risk exposures. These technologies are creating new opportunities to improve data quality, strengthen risk monitoring, enhance scenario analysis, and generate more timely insights across complex portfolios.

At Ecobank, we are progressively deploying advanced analytics, automation, and AI-enabled tools to enhance risk identification, assessment, and monitoring across the Group Managing 21st-century risks requires 21st-century capabilities, and we remain committed to strengthening our ability to respond effectively to an increasingly complex operating environment.



LETTER FROM OUR CO-CHIEF RISK OFFICERS

Creating Value Through Sustainable Growth

While sustainability presents new risk considerations, it also creates significant opportunities for growth and value creation.

Africa's transition toward more resilient and sustainable economic development will require substantial investment across renewable energy, sustainable agriculture, resilient infrastructure, financial inclusion, and broader transition finance initiatives. As a leading pan-African financial institution, Ecobank is well positioned to support our clients through this transition while maintaining prudent risk management standards.

By aligning sustainable finance opportunities with sound risk practices, we can support economic development, strengthen portfolio resilience, and contribute to long-term value creation for our stakeholders. Through investments that support renewable energy, sustainable agriculture, transition finance, and other resilience-enhancing sectors, we can help advance Africa's long-term economic development while creating sustainable value for our stakeholders.

Looking Ahead

The pace and direction of climate, environmental, technological, and regulatory change remain uncertain. However, our focus remains clear: to ensure Ecobank remains prepared, adaptive, and resilient under a range of future scenarios.

Our approach is guided by the Harambee Way—a philosophy rooted in collective effort, shared responsibility, and long-term partnership. The progress achieved during 2025 provides a strong foundation, but our journey remains ongoing.

In 2026, we will continue to deepen our climate and nature risk analytics, further embed sustainability considerations within transaction and portfolio management processes, strengthen data and reporting capabilities, and enhance the infrastructure required to support sustainable finance at scale.

As Co-Group Chief Risk Officers, our responsibility remains clear: to safeguard the Group's resilience, support sustainable growth, and ensure that emerging risks are identified early, understood clearly, and managed effectively. Through disciplined risk management, strong governance, and a shared commitment to responsible banking, we remain confident in Ecobank's ability to create enduring value for our customers, shareholders, regulators, and the communities we serve.

One Risk Culture. One Bank. Together, building a more resilient and prosperous Pan-African future grounded in discipline, strengthened by collaboration, and sustained by a clear commitment to responsible growth and long-term value creation.

Thank you for your continued commitment to building a stronger and more resilient Ecobank.

Yours sincerely,



Pankaj Talwar and Ademola Awokoya
Co-Chief Risk Officers

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SUSTAINABILITY AT ECOBANK

Leading from the front, for Africa

MESSAGE FROM THE GROUP HEAD OF SUSTAINABILITY & ESRM



Progress Across a Continent. One Step at a Time.

Sustainability progress is rarely linear, and it is rarely fast. What it requires is consistency of direction, institutional commitment, and the discipline to build properly rather than announce prematurely.

That has been the approach at Ecobank since the Group first set out its sustainability ambitions, and it is the spirit in which this Report is written.

Across our 38 markets — including 34 African banking subsidiaries — we have continued to advance our sustainability agenda in 2025. This Report documents that progress honestly: what has been achieved, what is in motion, and where work remains.

How we think about sustainability

Sustainability at Ecobank sits within the Group Risk function, under the Group Head of Sustainability & ESRM, reporting to the Co Group Chief Risk Officers. It is a deliberate positioning to reflect our belief that sustainability, managed well, is not separate from how a bank manages risk and creates value — it is part of it.

Sustainability is also a value creating business activity. When it is done well — when the right environmental and social considerations are embedded in the right decisions, at the right point in the process — it strengthens the quality of our loan book and capital allocation decisions, deepens our relationships with stakeholders including the communities and customers we serve, opens access to sustainable capital markets, and builds the kind of institutional reputation that endures.

That is the lens through which this function operates. It is more than compliance or reporting. Value creation, pursued systematically across 38 markets.

The scope of the function

The Sustainability & ESRM function under the Group Head covers the full Group: all three lines of our business — commercial banking, consumer banking, and corporate banking — across all 38 markets in which Ecobank operates, including our 34 African banking subsidiaries.

The work spans sustainability strategy and governance; sustainability as a business lever; sustainable finance; environmental and social risk management at the transaction and portfolio level; policy and standards; stakeholder engagement; and Group sustainability reporting, amongst others. It is a broad mandate, and one that requires close coordination with affiliate teams, business lines, and Group functions across a geography that few institutions match.

Operating across 38 markets means operating across materially different regulatory environments, physical risk profiles, and social contexts. Our sustainability framework is designed to hold across that diversity — consistent in its standards, calibrated to local conditions, and anchored in the international frameworks that our investors, development finance partners, and regulators increasingly expect us to meet.

A journey of a thousand miles begins with a single step.

These were the words that shaped my thinking when I joined Ecobank. They remain the right framing for where we are today.

Rachael Akosua Otwiwa Antwi
Group Head, Sustainability & ESRM
Ecobank Transnational Incorporated

SUSTAINABILITY AT ECOBANK

Progress in 2025

2025 has been a year of continued progress across our sustainability pillars. Our responsible banking activities have deepened across the continent. Our sustainable finance capability has grown. Our environmental and social risk management standards, nature, climate and other related subjects have been further embedded across the Group. And our engagement with the international sustainability community — through bodies including ICMA, UN Global Compact, UNEP FI, ANCA, and regulators amongst others — has kept Ecobank at the table in conversations that matter for African finance.

The details are in the pages that follow. What I would note here is the cumulative nature of what is being built. Individual initiatives, individual transactions, individual policy improvements — these are the steps. The journey they are part of is a Group that is progressively more capable of financing sustainable development across Africa at scale, and of doing so in a way that holds up to scrutiny from the most demanding international counterparties.

We are not there yet. But the direction is right, and the pace is improving.

What this means for Africa

Africa's development trajectory will be shaped, in large part, by where capital flows and on what terms. Ecobank's position — present in more African markets than any other bank — gives us both the opportunity and the responsibility to influence those flows in a constructive direction.

Sustainable finance done well is not about imposing external standards on African businesses and communities. It is about ensuring that the capital we deploy supports enterprises that are viable, resilient, and genuinely productive — and that the risks we take are properly understood. That combination, consistently applied, is good for our clients, good for our shareholders, and good for the continent.

That is what this Report is about. Progress, honestly reported. A journey that continues.

Rachael Akosua Otwiwa Antwi
Group Head, Sustainability & ESRM
Ecobank Transnational Incorporated



OUR GROUP SUSTAINABILITY STRATEGY 2023–2028

VISION

Africa's sustainable bank

MISSION

To make sustainability inseparable from how Ecobank creates value — across every market we serve.

OUR STRATEGY

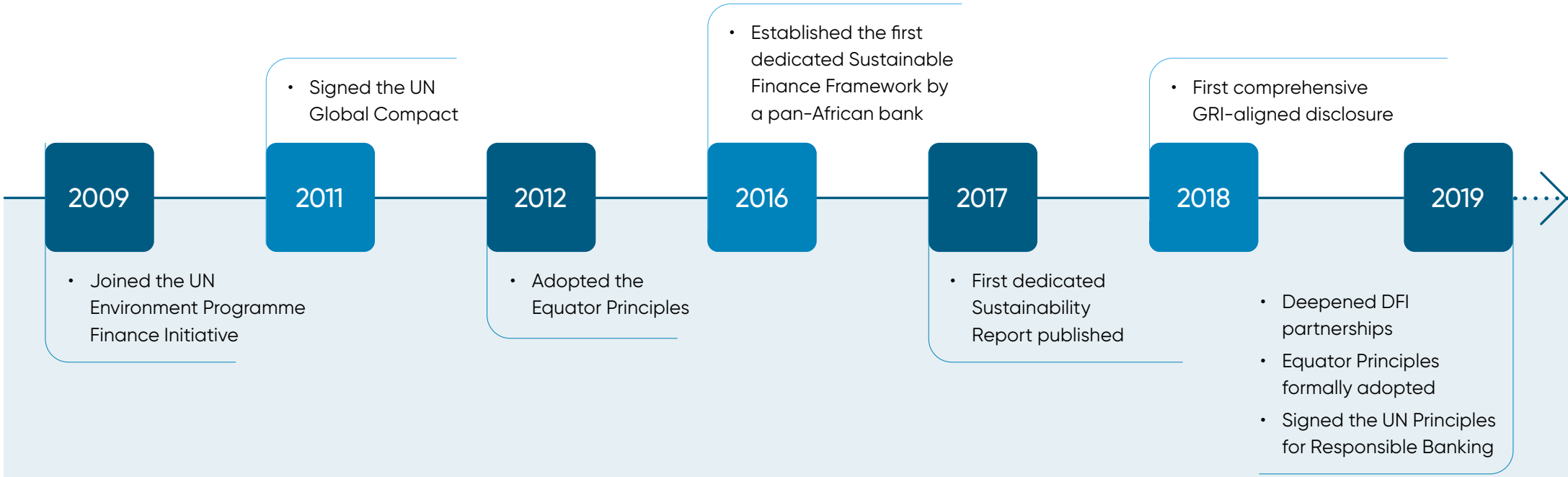
To embed sustainability into every lending decision, every operation, and every dollar of value we create — across our 34 African countries, for the continent that needs it most.

01 Responsible Banking & Governance	02 E&S Risk Management	03 Climate Risk & Net Zero	04 Nature & Biodiversity	05 Sustainable Finance	06 Our Operations	07 Our People	08 Inclusive Finance & Social Impact	09 Stakeholder Engagement
Creating the policies, standards, and governance structures that embed sustainability into our operations and every banking decision	Identifying, assessing, and managing environmental and social risks across the lending portfolios	Supporting the low-carbon transition while managing climate risk in our portfolios and committing to net zero	Protecting and financing natural capital through nature-positive lending and TNFD-aligned risk management	Developing and delivering sustainable finance products that mobilise capital for green and social outcomes	Reducing the environmental footprint of our own operations across energy, water, and emissions	Building the internal skills, culture, and capacity to deliver sustainability across 38 markets	Expanding access to finance for underserved individuals, women, and small businesses	Managing relationships with customers, investors, regulators, and civil society to strengthen Ecobank's position as Africa's leading sustainable bank
Primary SDGs 16 17	**Primary SDGs** 1 2 13	**Primary SDGs** 13 7	**Primary SDGs** 14 15	**Primary SDGs** 17 8	**Primary SDGs** 7 12	**Primary SDGs** 4 8	**Primary SDGs** 1 5 10	**Primary SDGs** 17 16
Secondary SDGs 10	Secondary SDGs 8 15 10 12	Secondary SDGs 9 11 12	Secondary SDGs 6 13 12	Secondary SDGs 1 7 9 10	Secondary SDGs 13	Secondary SDGs 5 10	Secondary SDGs 8 9 3	Secondary SDGs 11

6 VALUE FUNCTIONS

PROTECTS	EARNS	ATTRACTS	REDUCES	POSITIONS	PROTECTS
Portfolio	New Revenue	Capital	Cost of Capital	Strategically	Credit Culture

OUR SUSTAINABILITY LEADERSHIP JOURNEY



OUR SUSTAINABILITY LEADERSHIP JOURNEY

2020

- Ellevate Women's Finance Programme launched
- UN Global Compact signatory status confirmed

2021

- Sustainability Bond launched, raising $350m
- PCAF membership commenced
- IFC Performance Standards embedded in credit policy

2022

- Double materiality assessment conducted
- Ecobank Foundation activities expanded across health, education and gender pillars

2023

- Agreed $200 million sustainability linked loan
- TCFD alignment commenced
- Ecobank co-hosts African Youth Awards in Dakar
- Ellevate crosses 73,000 women clients financed

2024

- ESRA digital system launched
- Proparco/IPC physical climate risk assessment commissioned
- ANCA founding membership confirmed
- ICMA Regional Deputy Chair for West Africa role established

2025

- Climate risk assessment completed across all 34 markets, including country-specific assessment for Ghana
- Africa-specific just transition scenario analysis completed
- ESRA operational across Group
- Ellevate expanded to 9 countries
- $380M sustainable finance portfolio ringfenced
- Specialised sustainability training delivered across bank
- Four Regional Sustainability Heads appointed

THE WORLD AROUND US – UNDERSTANDING THE MOMENT



A fractured start – shifts in sustainable finance

2025 opened with uncertainty. Policy changes in some major economies coincided with several financial institutions reassessing voluntary climate commitments and alliances. Many organisations responded by reducing the visibility of sustainability commitments amid shifting political, regulatory and market conditions.

The environmental and social factors shaping credit risk and financial performance do not change with short term policy cycles. Nor do the requirements of Ecobank's development finance institution partners, many of whom require compliance with IFC Performance Standards as a condition of co-financing.

Ecobank's response was therefore to continue strengthening its sustainability infrastructure, focusing on data, risk management and operational integration. Banks manage these issues through lending decisions, risk frameworks and portfolio oversight.



Diverging trajectories in global sustainable finance

Despite mixed signals in some jurisdictions, global momentum in sustainable finance continued. In the first half of 2025, renewable energy generation surpassed fossil fuels in global electricity production for the first time, and sustainable bond markets reached USD 555.8 billion in aligned green, social and sustainability issuances.

More than 40 jurisdictions adopted or began implementing climate disclosure standards aligned with the International Sustainability Standards Board (ISSB). Sovereign issuers expanded participation in sustainable finance markets, including new issuances from China, Saudi Arabia and Nigeria.

The global financial system is moving at different speeds across regions. While policy approaches vary, investment in climate transition, infrastructure and environmental resilience continues to expand.



COP30 and the evolving climate finance agenda

In November 2025, the 30th Conference of the Parties (COP30) took place in Brazil, highlighting the growing link between climate and nature in global finance discussions.

A new global climate finance target of USD 1.3 trillion annually by 2035 was announced, alongside commitments to significantly increase adaptation finance. New initiatives were also launched linking forest protection with sustainable economic development.

The Congo Basin — which lies within Ecobank's Central African operating footprint — received increased attention as a globally significant carbon sink alongside the Amazon. These developments highlight the growing importance of financial institutions capable of channeling international capital into sustainable projects across emerging markets.

THE WORLD AROUND US – UNDERSTANDING THE MOMENT

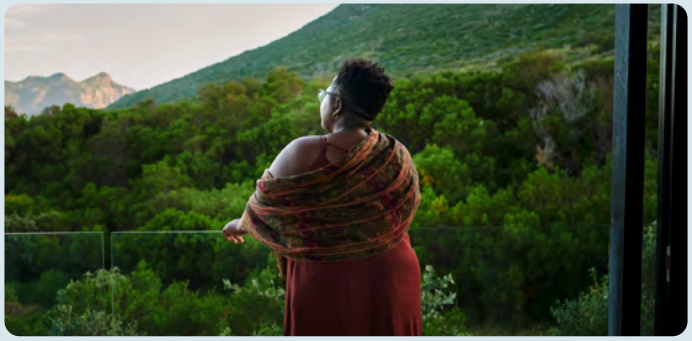


Africa: exposure and the financing gap

Africa contributes less than 4% of global greenhouse gas emissions yet remains among the regions most exposed to climate risk. Many economies depend on climate-sensitive sectors such as agriculture, and the continent's forests play a significant role in global carbon storage.

Despite this exposure, Africa receives only a small share of global climate finance. Current flows remain well below estimated requirements for climate resilience and adaptation.

For financial institutions operating in African markets, this context shapes day-to-day banking decisions. Financing climate-resilient agriculture, integrating climate risk into lending decisions and supporting sustainable infrastructure development are increasingly central to supporting long-term economic stability across the continent.



Nature-related risk and disclosure

Nature-related financial risk has also gained prominence. By late 2025, more than 700 organisations across over 50 countries had committed to reporting aligned with the Taskforce on Nature-related Financial Disclosures (TNFD), representing approximately USD 22 trillion in assets under management or ownership.

Adoption in Africa remains at an earlier stage compared with other regions. As nature-related disclosure becomes increasingly relevant for investors and development finance institutions, early adoption may strengthen African financial institutions' access to global capital markets.

Ecobank's participation in initiatives such as the African Natural Capital Alliance reflects its intention to support the development of nature-related finance practices within the region, including plans to publish TNFD-aligned disclosures in the coming years.



Regulatory developments

The sustainability regulatory landscape for financial institutions continued to evolve in 2025. Implementation of the ISSB's IFRS S1 and S2 standards progressed across multiple jurisdictions, while regional frameworks such as the EU's Corporate Sustainability Reporting Directive expanded disclosure requirements.

Across Africa, several central banks – including those in Nigeria, Ghana and Kenya – have also begun introducing sustainability and climate risk guidance for financial institutions.

For Ecobank, these developments reinforce the importance of integrating sustainability into risk management, governance and reporting processes. Investments in systems such as ESRA, climate risk assessment and disclosure frameworks position the Group to respond to evolving regulatory expectations across its markets.

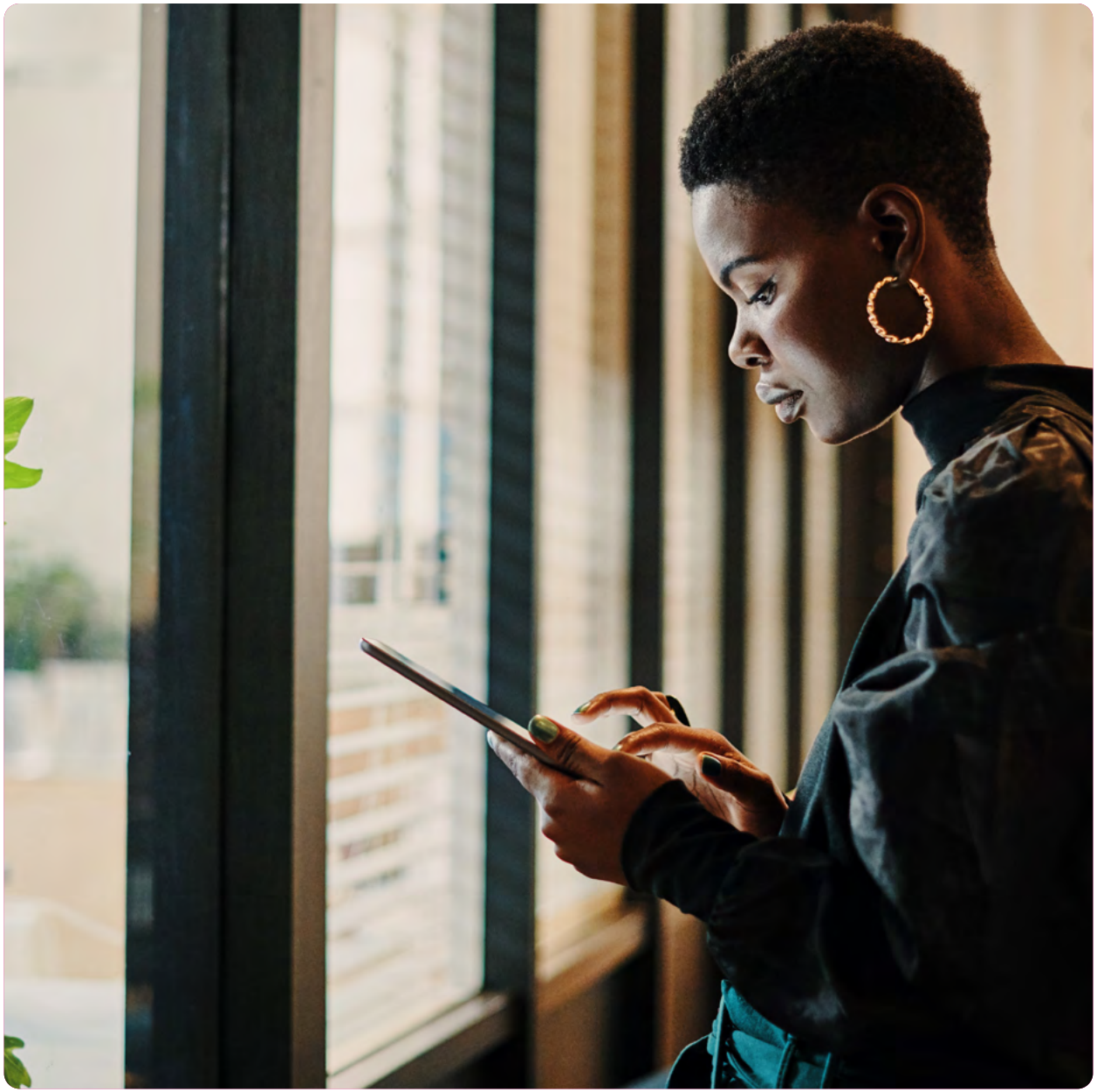
MATERIALITY ASSESSMENT

Ecobank applies a double materiality approach to identifying and prioritising the sustainability topics that are most significant to the Group and its stakeholders.

Double materiality considers two dimensions simultaneously:

- Financial materiality (outside-in): The significance of sustainability issues – including environmental, social and governance risks and opportunities – to Ecobank's financial performance, risk profile, strategy and business model. This dimension is aligned to IFRS S1/S2 and the TCFD framework.
- Impact materiality (inside-out): The significance of Ecobank's activities, products and financing decisions on people, communities, economies and the natural environment. This dimension is aligned to GRI Standards and the UNEP FI Principles for Responsible Banking.

A topic is considered material if it is significant on either or both dimensions. The combination of both lenses ensures that the Group's sustainability reporting covers both what sustainability means for Ecobank's business and what Ecobank's business means for sustainability. Materiality assessments from prior years were updated internally.



GRI disclosures: GRI 3-1, 3-2, 3-3

HOW WE DETERMINED OUR MATERIAL TOPICS

The materiality assessment process for the 2025 Sustainability Report involved four steps:



Step 1 – Universe of topics

A comprehensive list of potential material topics was compiled, drawing on GRI sector guidance for financial services, the PRB impact analysis framework, TCFD recommendations, TNFD guidance, peer benchmarking across African and global banks, and emerging regulatory requirements across the Group's operating markets.



Step 2 – Stakeholder input

Stakeholder perspectives were gathered through formal engagement with key stakeholder groups – including DFI partners, institutional investors, regulators, employees, customers and community representatives. The key topics identified by each stakeholder group are summarised in the Stakeholder Relationships section.



Step 3 – Impact and risk assessment

Each topic was assessed against two criteria: its potential financial impact on the Group (probability and magnitude of effect on revenues, costs, assets and liabilities); and the Group's actual or potential impact on people, the economy and the environment through its activities and financing.



Step 4 – Validation

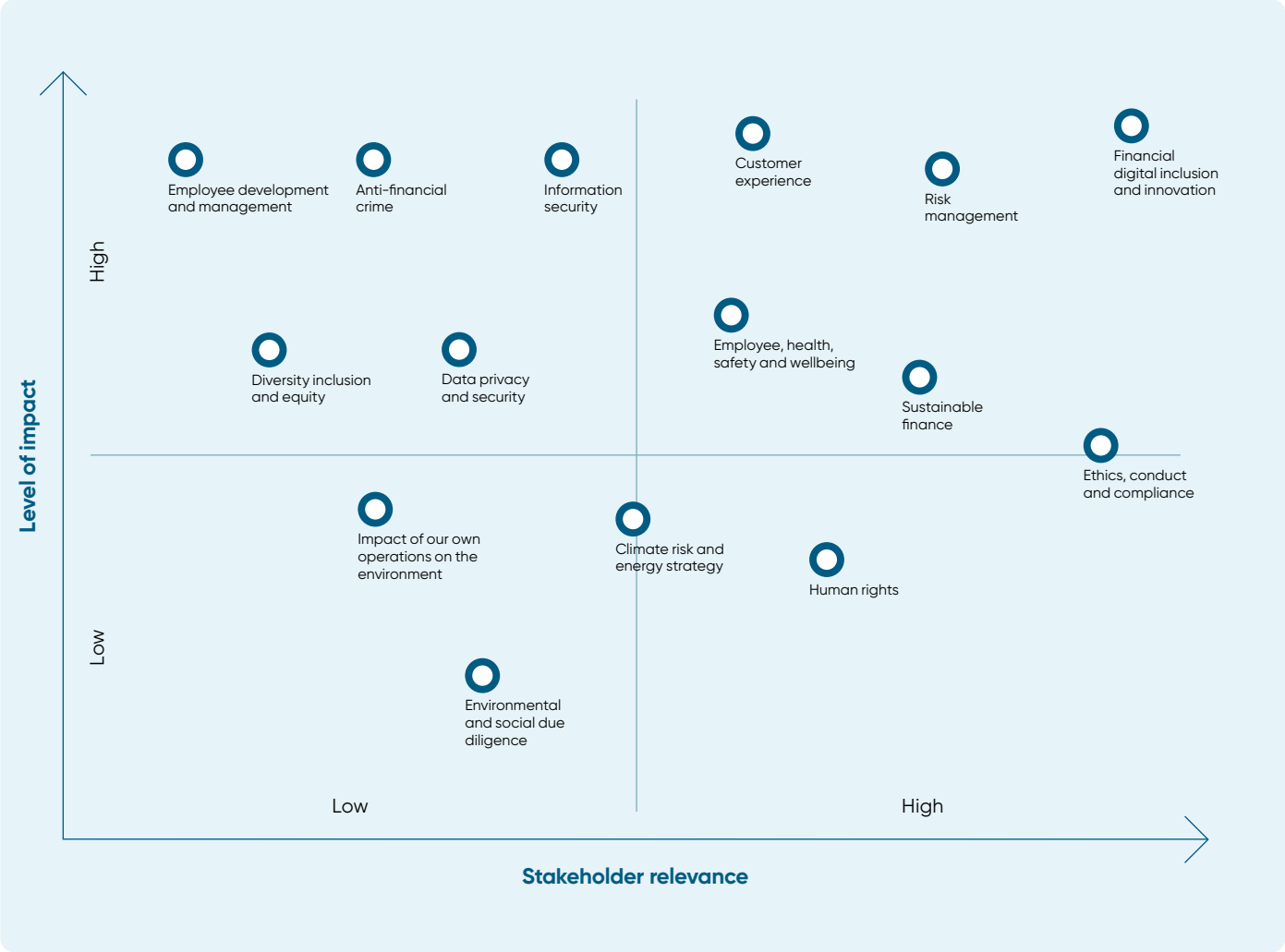
The resulting material topics and their prioritisation were reviewed and validated by the Group Head of Sustainability and ESRM, and relevant internal structures. In 2026 we will conduct another refresh exercise and have it audited.

Our materiality assessment was adjusted.

GRI disclosures: GRI 3-1, 3-2

OUR MATERIAL TOPICS

The materiality matrix shows the importance of issues for our business and key stakeholders. This analysis has been the foundation of our sustainability strategy.



STAKEHOLDER ENGAGEMENT

Customers

Customers are at the heart of everything we do. We serve them through our excellent levels of service and innovation, and our commitment to our communities also strengthens existing customer relationships and encourages new ones.

How we engage

- Face-to-face meetings and telephone and email communications.
- Digital platforms and services, website, mobile apps and social media.
- Industry events and thought leadership panels.

What matters to them

- Innovative and responsible banking services and solutions.
- Excellent customer service.
- Competitive and transparent pricing.
- Security for their online data.

Our response and engagement outcomes

- We invest in enhancing our digital propositions.
- We continue to develop our sustainable products and services.
- We have attracted over 103,000 registered women owned SMEs through our Ellevate by Ecobank initiative.

Employees

Our employees make a critical difference to our success, and our investment in them protects and strengthens our values-driven culture. We provide a diverse, inclusive, safe and healthy working environment that values holistic wellbeing, career growth and development, and offers appropriate remuneration and reward.

How we engage

- Comprehensive intranet resources, emails and newsletters.
- Employee experience survey and survey results working groups.
- Induction training for new employees.
- Townhalls.
- Focus groups and leadership forums.
- Ecobank Academy and online training.
- Performance reviews and talent management.

What matters to them

- Opportunities for meaningful work.
- Quality leadership.
- Tools and resources to deliver their work (remote and in the office).
- Group purpose that inspires day-to-day work.
- Diverse career opportunities and long-term career paths.
- Fair compensation and recognition.
- A safe and positive workplace with a focus on holistic wellbeing.

Our response and engagement outcomes

- We have a supportive culture and a strong employee value proposition.
- We promote diversity, equality and inclusion.
- We provide support for employees to look after their physical and mental health.
- We provide extensive training, especially in areas of sustainable finance.
- Ecobank was rated as one of the Best Places to Work in 2023.

STAKEHOLDER ENGAGEMENT

Communities

We recognise the interdependence between Ecobank and the communities we serve. Our communities gain from our investments in our geographical footprint, wide range of products and services and technological innovations, which provide easier access to financial services. We also contribute to socioeconomic development that is impactful and sustainable, to uplift our communities.

How we engage

- Financial education initiatives.
- Community initiatives in partnership with international development organisations, NGOs, civil society organisations, local communities and local governments.
- Employee volunteering events, including Ecobank Day.

What matters to them

- The Group's contribution to Africa's economic development and financial integration.
- Convenient access to affordable financial services.
- Non-financial support and financial education.
- Partnering for community and environmental initiatives.

Our response and engagement outcomes

- We provide funding for SMEs and entrepreneurs, particularly women.
- We delivered training for nearly 9,000 MSMEs and SMEs in 2023, through the Ecobank Academy.
- More than 2,000 young people and children received digital skills training.
- We donated $500,000 to fund a kidney care centre at a hospital in Togo.

Suppliers

We support and collaborate with suppliers, who we expect to operate in an environmentally and socially responsible manner. Our suppliers benefit from our prompt payment practices, fair and transparent tender and negotiation procedures, and clear guidance on compliance and policies.

How we engage

- Procurement negotiation processes.
- Face-to-face meetings, telephone and email communications.
- Engagement to help assess the management of ESG-related matters

What matters to them

- Compliance with applicable laws and regulations.
- Fair and transparent tender and negotiation practices.
- Reasonable and prompt payment.
- Clear guidance on policies, procedures and due diligence.
- Guidance on responsible ESG practices.

Our response and engagement outcomes

- We word our supplier contracts to be transparent and clear.
- We follow a robust and fair tender process.
- We pay competitively.
- We assist suppliers with compliance through assessments and audits.
- We have incentives to encourage women vendors.

STAKEHOLDER ENGAGEMENT

Investors

We rely on our investors for financial capital, so our operations can compete in their markets and support sustainable growth. Investors' interests are protected through our strong balance sheet, diversified revenue streams, risk management expertise and responsible governance, lending and investing activities, all of which support long-term performance and sustainability.

How we engage

- One-on-one meetings to discuss financial performance and ESG matters.
- Interim and annual results presentations and our Annual General Meeting.
- Access to the Board and management teams.
- Investor days.
- Our Annual Report, Sustainability Report, regular market updates, stock exchange and securities and exchange commission filings.
- The dedicated investor relations section on our website.

What matters to them

- Progress against strategic objectives.
- Financial performance and balance sheet resilience.
- Business sustainability.
- Strong and experienced management.
- Sound ESG practices.
- Transparent reporting and disclosure.

Our response and engagement outcomes

- We developed our Growth, Transformation and Returns business strategy, designed specifically to create value for shareholders, as well as our other stakeholders.
- We delivered record financial performance in 2023 and our balance sheet remains robust.
- We have continued to progress our ESG initiatives, to ensure the Bank is sustainable for the long-term and protect the value of our shareholders' investments.

Governments and regulators

The governments of the 34 countries in which we operate benefit from our support for their national development plans and societal transformation goals, as shown by our alignment with the SDGs, as well as our focus on regulatory compliance.

How we engage

- Partnerships with local governments.
- Industry engagement, lobbying activities, industry associations and public policy forums.
- In-country visits and engagements.
- Membership of government councils and committees.

What matters to them

- Compliance with all legal and regulatory requirements.
- Fair treatment of our customers and employees.
- Sound risk management.
- Being a responsible taxpayer in the countries where we do business.
- Active participation and contribution to industry bodies and forums.

Our response and engagement outcomes

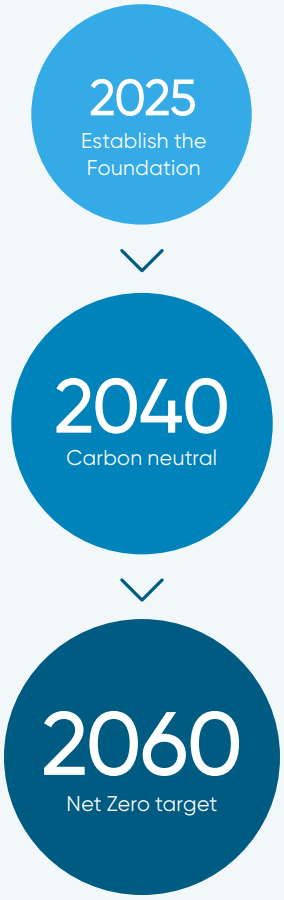
- We pay our share of taxes in all the countries in which we operate.
- We promote economic and social development through our sustainability strategy.
- We comply with all laws and regulations.
- We promote fair customer outcomes.
- We collaborate with governments to co-develop solutions for specific issues.

NET ZERO AND CLIMATE STRATEGY

Ecobank's climate strategy is grounded in Harambee – our philosophy of 'pulling together' across borders, sectors, and communities.

Our aim is to be pragmatize in our goals and ambitions while considering the development needs of our continent and the urgency of climate change. As a Group we support a just and inclusive transition in Africa.

Our Milestones to Net Zero Pathway



Why we chose Harambee

- We chose Harambee because Africa's climate transition requires collective effort, shared purpose, & solutions shaped by local realities.

Harambee in Climate Action Means:

- Working together with governments, communities, and partners on locally led solutions.
- Balancing emissions reduction with growth, jobs, and financial inclusion.
- Ensuring a just transition that creates opportunities for all Africans.
- Sharing knowledge and innovation across our 34-country network.

Guided by this philosophy, our 2060 Net Zero ambition supports development, protects livelihoods, and strengthens Africa's climate resilience.

This is climate action through the Harambee way—collective, inclusive, and built for Africa



Sustainable Finance

SUSTAINABLE FINANCE

Sustainable finance at Ecobank means designing every product around the real lives of the 33 million Africans we serve

Sustainable Finance in a Global and African Context

Globally, sustainable finance has moved from a niche interest to a core banking discipline. The principles are well established: align capital with climate goals, protect biodiversity, and ensure that economic growth does not come at the expense of social equity. Yet global frameworks often assume formal economies, stable land titles, and predictable income streams – conditions that do not describe the majority of African households.

In sub Saharan Africa, the conversation starts from a different place. Most people work in the informal economy. They save in rotating groups, borrow from family or traders, and invest in assets that conventional banks do not recognise. Sustainable finance here is not about adding a green label to a standard product. It is about building products from the ground up for customers who have never had a bank account.

A Strategic Pillar Across All Business Lines

Sustainable finance is a key strategic pillar of Ecobank's overall sustainability strategy. It is not confined to a single department or product set. Lending activity originates from both **Corporate & Investment Banking (CIB)** – where we structure large scale green bonds, infrastructure finance, and sustainability linked loans for corporates and sovereigns – and **Consumer & Commercial Banking (CCB)**, where we design inclusive products for smallholders, women entrepreneurs, and creative businesses. This chapter draws examples from both worlds, showing how Ecobank integrates sustainability into every part of its lending portfolio.

Our Sustainable Finance Framework

To ensure rigour and transparency, Ecobank operates a sustainable finance framework that classifies every eligible transaction as Green, Social, or Sustainability Linked Finance. Green Finance targets environmental benefits such as emissions reduction and climate adaptation. Social Finance expands access to populations excluded from formal systems. Sustainability Linked Finance adjusts pricing based on the borrower's performance on agreed indicators – rewarding progress rather than prescribing use of proceeds. For capital markets instruments, we align with the ICMA Green, Social, and Sustainability Linked Bond Principles. For lending products, internal eligibility criteria define use of proceeds, borrower eligibility, and environmental and social risk requirements. Every transaction in this chapter sits within one of these three classifications.

The $400 billion question

Sub Saharan Africa has a financing gap estimated at over $400 billion a year. The question is not whether banks have a role – it is whether they will build the products and accept the terms that African borrowers actually need. In 2025, that is what we focused on.

2025 At a Glance

Ringfenced sustainable finance assets

$380 million

CIB sustainable finance facilitation pledge

$5 billion

(target, established 2023)

Capital markets framework alignment

ICMA Green Bond Principles

Social Bond Principles

Sustainability-Linked Bond Principles

SUSTAINABLE FINANCE AS A DEVELOPMENT IMPERATIVE

Ecobank has 33 million customers across 34 sub-Saharan African countries.

Most operate in the informal economy. They have no salaried pay slips, no land titles. Their income arrives in cycles – at harvest, at market, at the end of a trading season. Conventional banking products were not designed for them. Ecobank's are. These are not peripheral offerings but how Ecobank does business at scale.

This chapter organises Ecobank's sustainable finance work into five areas: strategic infrastructure, agriculture at scale, gender equality, the creative economy, and cross border partnerships. Each initiative starts with the same question: "Does it make Africa more resilient, more inclusive, or more productive?"

Before the solar irrigation loan, I lost half my harvest to the dry season. Now I grow through the whole year. The bank didn't ask for land title – they asked how my farm works.

Adjoa Mensah
Maize farmer, Upper West Region, Ghana

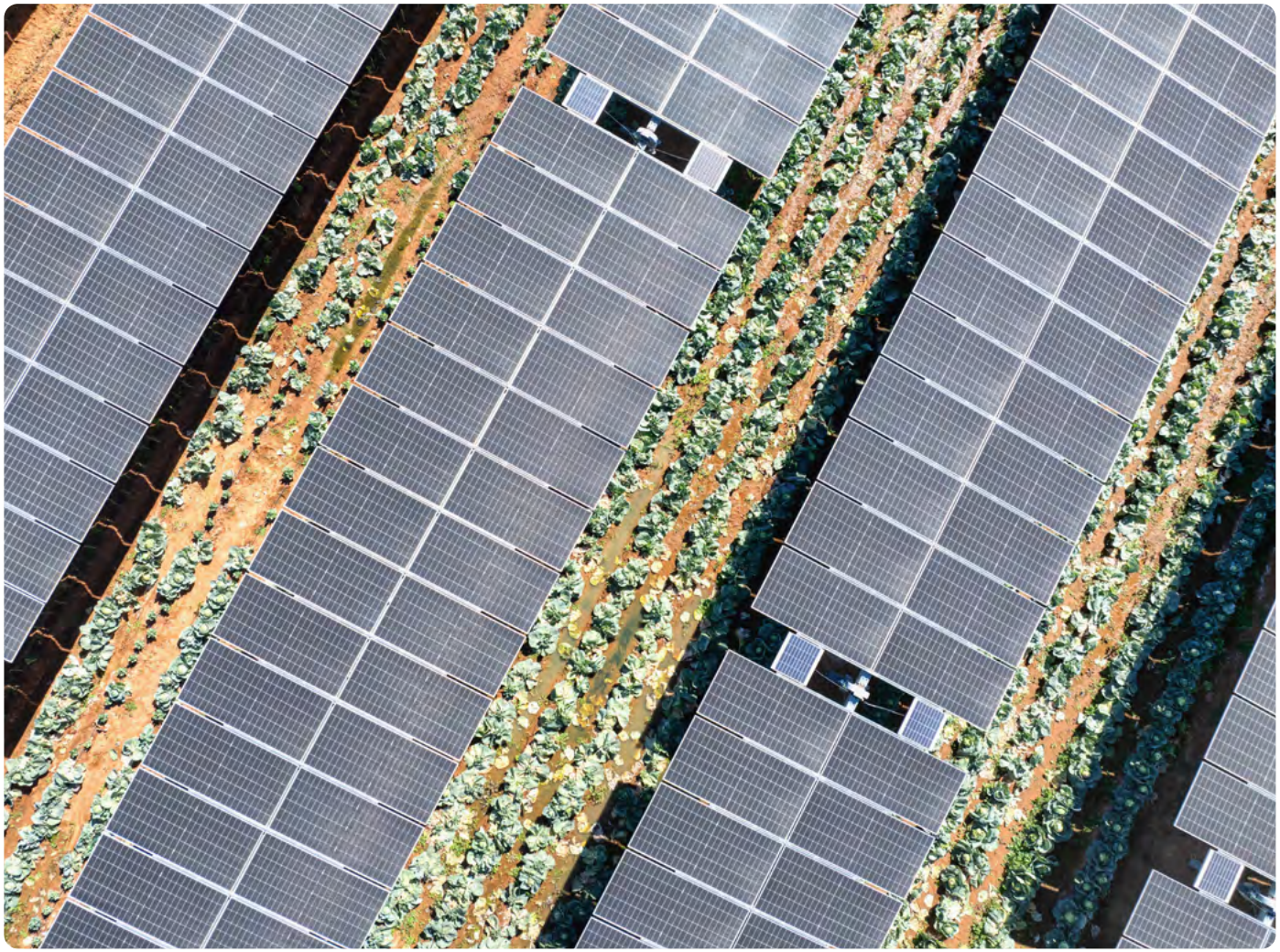


Green bonds, gender bonds, and other innovative instruments are powerful levers to tackle climate adaptation, energy transition, and inclusion. But the challenge is real: we need more robust local markets, courageous issuers, and visionary investors. The question of return, risk, and pricing for these ESG instruments remains central – as does the need to build a framework of trust and transparency.

Paul-Harry Aithnard
UEMOA Regional Director & CEO, Ecobank Côte d'Ivoire

1. BUILDING THE BACKBONE: INFRASTRUCTURE & INDUSTRY

Africa's most significant financing needs sit above individual lending programmes: sovereign infrastructure, industrial capacity, and trade systems. Ecobank has executed transactions at that level.



STRATEGIC FINANCE & PARTNERSHIPS

Pharmaceutical manufacturing
– Cote d'Ivoire & Farah Group,

Africa imports 70–90% of its medicines at a cost of $14 billion annually. The COVID 19 pandemic exposed the cost of this dependency when global logistics failed. Ecobank Côte d'Ivoire co financed the Farah Group's pharmaceutical plant. The facility will produce medicines for the Ivorian market and has the potential to supply across the UEMOA zone – a direct contribution to health supply security and local industrial resilience.

The benefit: greater supply security and local job creation in a sector where Africa has long been dependent on foreign producers.



STRATEGIC FINANCE & PARTNERSHIPS

Uganda Infrastructure Bond
$270 Million

Landlocked and fast growing, Uganda needs long tenor capital for roads and power – beyond what domestic markets can supply. Ecobank co led a $270 million infrastructure bond for the Government of Uganda, one of East Africa's largest such transactions.

The benefit: the bond will finance road upgrades that cut transport costs for farmers and a hydropower plant that adds reliable, low carbon electricity to the national grid. Infrastructure creates the skeleton of an economy. But the muscle – and the heart – is agriculture.



2. FEEDING THE CONTINENT: AGRICULTURE AT SCALE

Agriculture employs over 60% of sub Saharan Africa's workforce and contributes 20–40% of GDP in most of Ecobank's markets. Yet it remains chronically underfinanced – not for lack of analysis, but for lack of institutional capability to finance seasonal income, thin collateral, and complex value chains.



AGRICULTURE

Group Agriculture Strategy & Desk

Ecobank formalised a strategy focused on specific crops, countries, and customer segments, hiring dedicated agronomists across key markets. Developed with Rabobank, it brings world class crop risk expertise to our pan African network. A dedicated Agriculture Desk, with Sector Managers in five pilot markets (cocoa in Ghana, coffee and nuts in Côte d'Ivoire, consumer foods in Nigeria, cotton in Benin, horticulture in Zimbabwe), provides deal structuring tailored to each commodity.



AGRICULTURE

Ghana: three programmes

AFAWA (with AfDB)

$18 million in blended finance for women led agribusinesses – concessional rates, faster processing, capacity building. Women run 40% of Ghana's agricultural enterprises but receive less than 10% of formal credit. AFAWA restructures collateral and repayments around how women actually farm. Ecobank was named AFAWA Bank of the Year.

$18 million to women led agribusinesses

ASAP (with Green Climate Fund)

Collateral free loans for solar powered irrigation, repayments tied to harvest income – directly supporting Ghana's Paris Agreement commitments.

Solar irrigation deployed in northern Ghana

Bridge In (with Mastercard Foundation)

GHS 120 million disbursed to over 8,000 farmers. A 12 month repayment moratorium recognises that maize and cocoa farmers do not generate monthly income. First repayment comes after harvest.

8,000+ farmers reached

Côte d'Ivoire: infrastructure for agricultural lending

Côte d'Ivoire supplies 40% of the world's cocoa and is the largest cashew producer. A cocoa farmer in Soubré needs money before the October harvest; a cashew cooperative in Korhogo needs working capital during the March to June buying window. Timing is not a preference – it is the business. Ecobank Côte d'Ivoire opened a Credit Centre of Excellence (compressing loan approvals from weeks to days) and an Agribusiness Office staffed by specialists in cocoa certification, cashew price cycles, and produce aggregator working capital. A partnership with the SME Credit Guarantee Company allows lending against contracts and buyer relationships, not just fixed assets.

The result: loan approvals for cooperatives now take days, not weeks – in time for the October cocoa buying window. Productive farms and resilient infrastructure matter little if half the economy is locked out of finance.



3. BANKING ON WOMEN: GENDER EQUALITY & INCLUSIVE FINANCE

Addressing the female financing gap

The financing gap for women entrepreneurs in sub Saharan Africa is estimated at $42 billion. Ecobank addressed this with four distinct approaches.

- **Cameroon – Women Entrepreneurs Hub:** A dedicated branch where advisory staff specialise in women led businesses, credit products are structured without title deed requirements, and capacity building is embedded from the start.
- **Ellevate – informal sector expansion (34 countries):** Extended to unregistered businesses: informal traders, micro-retailers, & small service providers – redesigning documentation, restructuring advisory frameworks, and rethinking credit assessment for irregular income and no audited accounts.
- **Mama Club Group Loans – Ghana (Pan African Savings & Loans):** Credit for women without individual collateral, using group accountability instead.
- **ELLEVER – Côte d'Ivoire:** On the ground identification and financing of women entrepreneurs in retail trade and food processing.



We recognise and applaud the role that women entrepreneurs play in driving socio economic impact across Africa. Since the launch of Ellevate, we have made significant progress, disbursing over US$780 million in loans, providing business networking opportunities, and offering leadership and capacity building training for businesswomen.

Jeremy Awori
Group CEO, Ecobank

Impact snapshot

- Over 1,600 women entrepreneurs supported in Cameroon in the past year
- More than US$780 million in total funding since Ellevate's launch in 2020
- Unsecured loans of up to US$50,000 available through Ellevate 2.0

Taken together, these four approaches have reached over 21,000 women entrepreneurs across 34 countries.

Inclusion does not stop at gender. It also means reaching sectors that banks have traditionally ignored.

4. BEYOND TRADITIONAL SECTORS: THE CREATIVE ECONOMY

Nigeria's creative sector contributes an estimated 2.3% of GDP – more than the country's film and music industries combined – but most banks do not serve it.

Businesses in fashion, music, art, and design have irregular revenue, intangible assets, and no fixed premises. Standard lending products do not fit.

Ecobank Nigeria co hosted Adire Lagos, Oja Oge, the +234Art Fair, the SME Bazaar, and the Design & Build Exhibition – meeting creative entrepreneurs on their own ground. These events are learning platforms for product design.

At the **African Youth Awards** in Dakar, co hosted by Ecobank, nearly 3,000 applications came from 22 countries – 37% from women, all working entrepreneurs, not students. Ecobank's presence places it in the conversation about financing Africa's next generation of technology and creative businesses.

Supporting creative businesses at home is essential. But African trade also needs better cross border systems – which is why Ecobank is building partnerships with development finance institutions and fintechs.



5. STRENGTH IN NUMBERS: PARTNERSHIPS FOR CLIMATE & TRADE

Joint commitment on climate finance (AfDB & Afreximbank)

Africa generates less than 4% of cumulative global emissions but bears disproportionate climate costs. The continent's annual climate finance gap is estimated at $300 billion. At the Africa Climate Summit, Ecobank joined the African Development Bank and Afreximbank in a joint commitment to scale sustainable finance, align regulatory approaches, and develop Africa as a centre for sustainable trade finance – a shared position that carries weight no single institution could achieve alone.

Ecobank & XTransfer – opening the China corridor

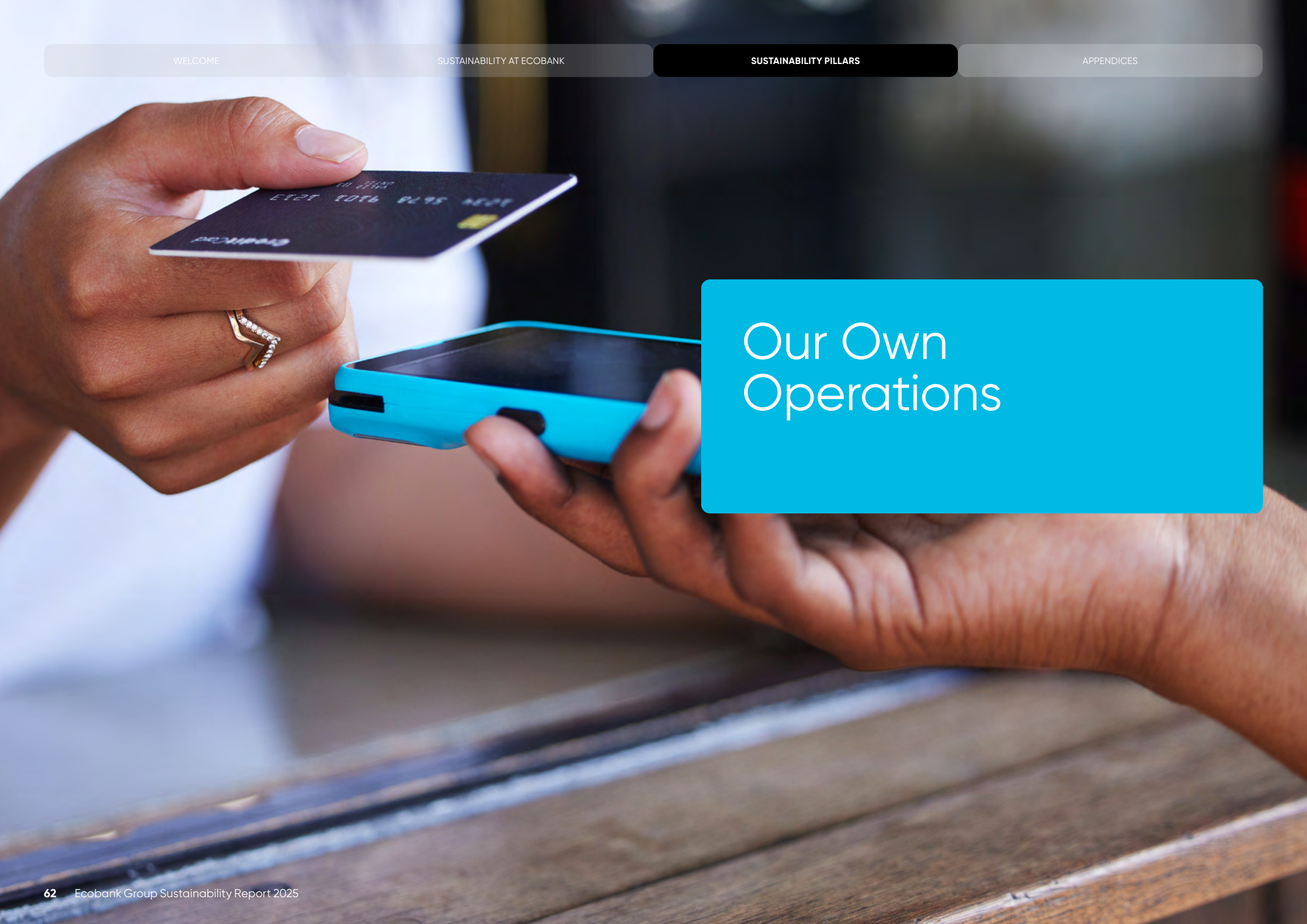
China is Africa's largest trading partner (≈20% of total trade), but most settlements run through US dollars or euros, adding cost and FX risk. Ecobank signed an MOU with XTransfer, the Chinese B2B cross border payment platform used by hundreds of thousands of Chinese SMEs. The agreement enables local currency settlement – a Ghanaian exporter receives cedis, a Senegalese importer pays in CFA francs. For SMEs operating on thin margins, that reduction in transaction cost is significant.



LOOKING AHEAD – 2026

All programmes described in this chapter are active and ongoing. In the coming year, Ecobank will deepen its customer facing sustainable finance capabilities.

- Scale **Ellevate disbursements and partnerships** while deepening measurable impact for women entrepreneurs across all 34 countries.
- Build **staff capacity** in sustainable finance, including nature aligned lending and environmental risk assessment, to better serve clients in agriculture, forestry, and coastal economies.
- Roll out the **Sustainable Agriculture Loan Product Suite** across five priority commodity markets, with Rabobank technical support.
- Expand **ICMA aligned loan origination** across the network, offering more green, social, and sustainability linked loans to corporate and SME clients.
- Launch innovative **sustainability linked loan products** where pricing is tied to client specific impact targets – such as women's employment, water efficiency, or reduced post harvest losses.



Our Own Operations

A COMMITMENT WE LIVE BY

Ecobank operates across 34 sub-Saharan African countries. Our 33 million customers trust us to manage their money. They also increasingly expect us to manage our own environmental impact with the same rigour.

That is why Ecobank is committed to measuring, managing, and progressively reducing the direct environmental footprint of our own operations. This commitment rests on four foundations:

- Establishing a credible, auditable baseline for energy, emissions, water, and waste.
- Setting science-informed reduction targets aligned with the Paris Agreement.
- Investing in renewable energy and energy efficiency across the Group's physical estate.
- Embedding environmental standards in supplier selection and management.





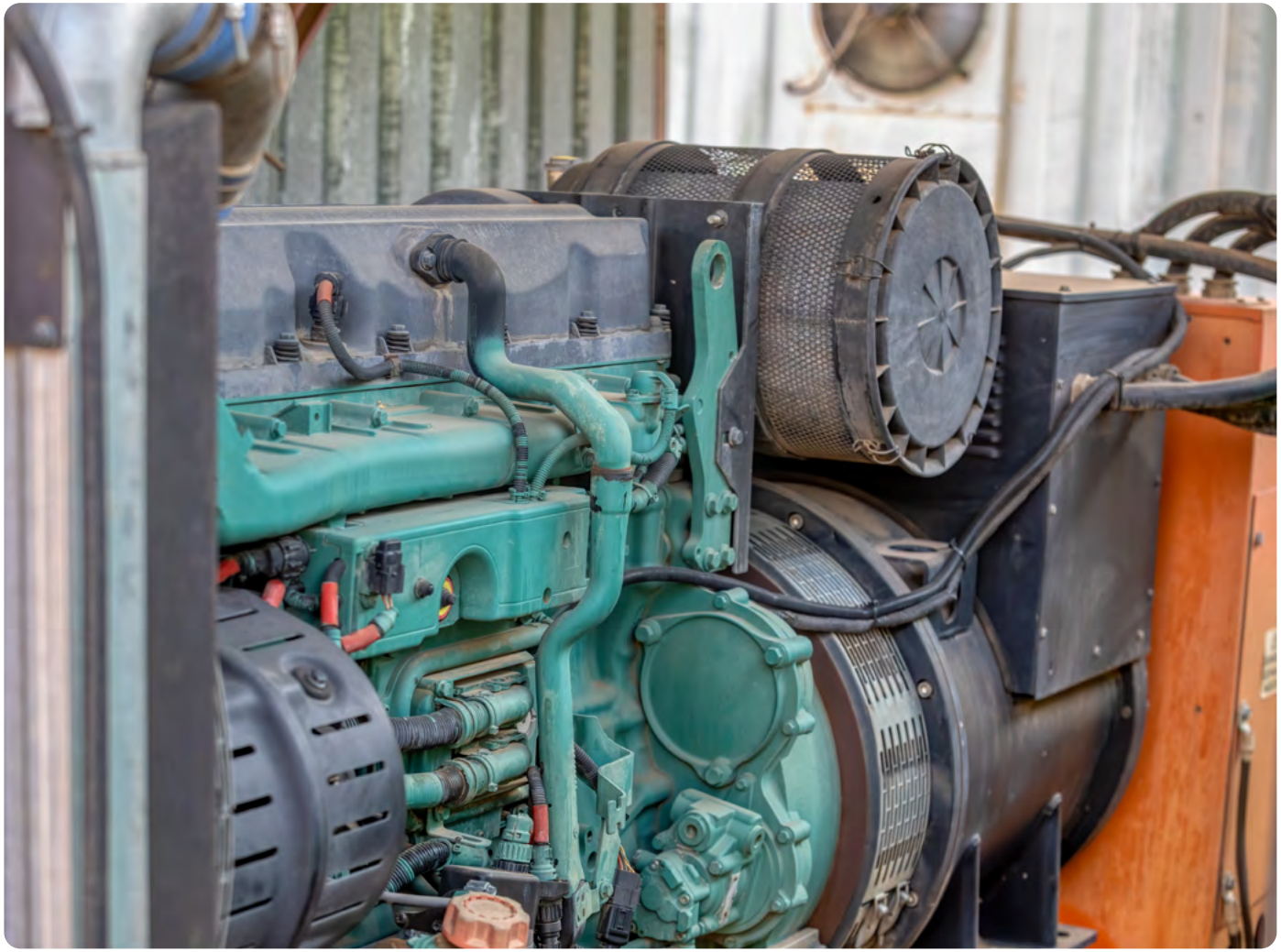
Managing our own environmental footprint is a direct expression of the integrity we ask of our clients and communities. In 2025, we focused on building the measurement foundations that will allow us to set credible, auditable reduction targets – for energy, for emissions, for water, and for waste. The data tables in this chapter show you exactly where we are, what we know, and what we are still working to quantify. That transparency is intentional. It is the baseline from which we will demonstrate progress.

Walter Gohori
Group Head of Business Services (Acting)

THE AFRICAN CONTEXT: WHY DIESEL MATTERS

In many of the 34 markets where Ecobank operates, national grid electricity is unreliable or entirely unavailable. Diesel generators are therefore the primary or backup power source for branches, ATMs, and offices – a reality shared by most businesses across the continent.

This dependency shapes our emissions profile. **Scope 1 emissions from diesel generators** are a material part of our footprint. Addressing this dependency – through investment in solar power, battery storage where possible, and grid-quality connections – is both an environmental priority and an operational cost reduction opportunity. Every solar panel installed reduces both emissions and diesel expenditure.



WHAT WE REPORT – AND WHAT COMES NEXT

The Group acknowledges that our operational emissions data is being standardised across all 34 affiliates.

Where complete 2025 data is available, it is reported. Where standardisation is still under way – for example, refrigerant logs and waste tonnage records – the methodology and planned disclosure timeline are stated clearly. Full audited operational emissions data will be published in the 2026 Sustainability Report.

This approach reflects a deliberate choice: transparency before perfection. We believe our stakeholders deserve to see not only our achievements but also the maturity of our measurement systems. That honesty is the foundation of trust.



REDUCING OUR CARBON EMISSIONS

GHG Emissions

The environmental figures in this section (Scope 1, 2 and 3 emissions, energy, water, paper and waste) are presented as order-of-magnitude estimates. Ecobank operates across 34 African markets, and the Group does not yet have a common environmental data-management system in place at affiliate level. In many of our markets utilities are billed on a combined basis – for example, electricity and water charged together – and consumption is not separately metered at building level. As a result, primary activity data cannot currently be collected on a consistent, measured basis across the network.

In the absence of measured data, 2025 figures are derived from central estimates built on available activity data, supplier information and recognised benchmarks for a banking network of this scale. Prior-year figures are back-cast from the 2025 base using a headcount index (2024 x1.05; 2023 x1.10), which is why per-employee intensities remain broadly stable across the period. Ranges are shown to reflect the uncertainty in the underlying data, and figures marked 'pending' indicate areas where collection systems are still being established. These estimates have not been externally assured and should be read as indicative rather than precise.

GHG Emissions (tCO_2e)	2025	2024	2023	Basis
Scope 1 – Diesel generators	~20,000–25,000 (e)	~21,000–26,300 (e)	~22,000–27,500 (e)	Headcount-adjusted; 2.68 $kgCO_2e$/litre diesel
Scope 1 – Company vehicles	~1,500–2,500 (e)	~1,600–2,600 (e)	~1,650–2,750 (e)	Fleet benchmark, headcount-adjusted
Scope 1 – Refrigerants (fugitive)	Data pending affiliate refrigerant logs	Data pending affiliate refrigerant logs	Data pending affiliate refrigerant logs	Requires HVAC refrigerant logs
Scope 1 – Total (estimated)	~22,000–28,000 (e)	~23,100–29,400 (e)	~24,200–30,800 (e)	Order of magnitude
Scope 2 – Electricity (location-based)	~65,000–85,000 (e)	~68,300–89,300 (e)	~71,500–93,500 (e)	IEA SSA grid factor ~0.5 tCO_2e/MWh
Scope 2 – Total (estimated, location-based)	~65,000–85,000 (e)	~68,300–89,300 (e)	~71,500–93,500 (e)	Order of magnitude
Scope 3 – Business travel (air)	~2,000–4,000 (e)	~2,100–4,200 (e)	~2,200–4,400 (e)	DEFRA flight factors, headcount-adjusted
Scope 3 – Employee commuting	~8,000–12,000 (e)	~8,400–12,600 (e)	~8,800–13,200 (e)	GHG Protocol Scope 3 benchmark
Scope 3 – Paper and consumables	~500–800 (e)	~550–850 (e)	~600–900 (e)	~600 tonnes paper × ~0.9 tCO_2e/tonne
Scope 3 – Waste disposal	Data pending waste tonnage records	Data pending waste tonnage records	Data pending waste tonnage records	Requires waste tonnage data
Scope 3 – Total (estimated)	~11,000–17,000 (e)	~11,550–17,850 (e)	~12,100–18,700 (e)	Order of magnitude
Total operational GHG (Scope 1+2+3)	~98,000–130,000 (e)	~102,950–136,550 (e)	~107,800–143,000 (e)	Improving trend reflects headcount reduction and digital shift

(e) = estimated. Prior year figures back-cast from 2025 base using headcount index: 2024 headcount 14,560 (+5%); 2023 headcount ~15,200 (+10%). The improving trend across 2023–2025 is consistent with headcount reduction, digital adoption growth and progressive LED/solar investments. All estimates to be replaced by audited affiliate data. Emissions factors: diesel 2.68 $kgCO_2e$/litre (IPCC); electricity IEA sub-Saharan Africa regional average ~0.5 tCO_2e/MWh.
These ranges represent our best current estimates. Where data is marked "pending", we are actively working with affiliates to establish collection systems. Full audited data will be published in the 2026 Sustainability Report. Reporting standards applied: GRI 205 (emissions), GRI 302 (energy), GRI 303 (water), GRI 306 (waste); IFRS S2 cross-industry metrics.

GRI disclosures: GRI 305-1, 305-2, 305-3

REDUCING OUR CARBON EMISSIONS

We regard this as a data-infrastructure limitation rather than a limitation of intent, and we are addressing it directly. From FY2026 we are introducing a standard minimum data-collection process for affiliates – capturing electricity (kWh), water (litres) and fuel (litres), with sub-metering or supplier confirmations used to separate combined utility charges. Our objective is to replace estimates with measured, affiliate-level actuals on a phased basis: from a subset of markets reporting measured data in FY2026, progressing towards full Group coverage by FY2027. As measured data becomes available it will progressively replace the estimates disclosed here and will be brought within the scope of external assurance.

GHG Emissions Intensity

Intensity metrics are calculated from estimated absolute emissions divided by headcount and net revenue for each year. The improving trend across 2023–2025 reflects both the headcount reduction and progressive efficiency improvements.

GHG Intensity Metric	2025	2024	2023
tCO_2e per employee (Scope 1+2)	~6.3–8.1 (e)	~6.3–8.1 (e)	~6.3–8.2 (e)
tCO_2e per USD million net revenue (Scope 1+2)	~41–54 (e)	~47–61 (e)	~55–70 (e)
tCO_2e per employee (Scope 1+2+3)	~7.1–9.3 (e)	~7.1–9.4 (e)	~7.1–9.4 (e)
tCO_2e per USD million net revenue (Scope 1+2+3)	~47–62 (e)	~53–70 (e)	~63–82 (e)

(e) = estimated. Per-employee intensity is broadly stable across years as headcount reduction offsets absolute emissions growth. Revenue intensity improves materially — from ~USD 1.75B (2023) to USD 2.1B (2025) — reflecting the GTR productivity story: more revenue, lower emissions per dollar earned. Denominators: 2025: 13,889 employees, USD 2,100M revenue; 2024: 14,560 employees, ~USD 1,950M revenue; 2023: ~15,200 employees, ~USD 1,750M revenue.



GRI disclosures: GRI 305-4

REDUCING OUR CARBON EMISSIONS

Emissions Reduction Targets

Ecobank is committed to establishing science-based targets for the reduction of its operational GHG emissions, aligned to the Paris Agreement 1.5°C pathway. The Group's approach to target-setting is informed by the Science Based Targets initiative (SBTi) Corporate Standard and the SBTi Financial Institutions guidance for operational emissions.

Emissions Reduction Commitments

- Scope 1 and 2: Establish baseline year and reduction trajectory by Q2 2026, aligned to SBTi 1.5°C pathway
- Diesel dependency: Develop a phased plan to reduce diesel generator reliance through solar and battery investment, prioritising the top 20 highest-consuming locations
- Renewable electricity: Set a target for the percentage of purchased electricity from renewable sources by 2030
- Scope 3: Disclose material Scope 3 categories and establish reduction targets for business travel
- Science-based targets: Submit to SBTi for validation by end 2027



GRI disclosures: GRI 305-5

WHAT THE DATA TELLS US

The central estimates show a year-on-year reduction in total operational emissions – from a central value of approximately 125,000 tCO_2e in 2023 to around 114,000 tCO_2e in 2025. This improvement is driven primarily by a smaller workforce and a continued shift from paper-based to digital processes.

However, the most material sources – **diesel generators (Scope 1) and grid electricity (Scope 2)** – remain largely flat as a proportion of our footprint. Together, they account for roughly 80–85% of our total emissions. That is where our 2026 and future investment will focus.

Transparency is not a destination. It is the baseline from which we will demonstrate progress.



ENERGY CONSUMPTION

Energy Consumption Data

Figures marked (e) are order-of-magnitude estimates. 2024 and 2023 back-casts apply the headcount index (+5% and +10% respectively) to 2025 base estimates, reflecting a larger physical footprint in prior years. All to be replaced by audited affiliate data in 2026.

Energy Source	Unit	2025	2024	2023
Purchased electricity (grid)	MWh	~150,000 (e)	~157,500 (e)	~165,000 (e)
Diesel fuel — generators (stationary)	MWh equivalent	~75,000 (e)	~78,800 (e)	~82,500 (e)
Diesel fuel — generators (volume)	Litres	~7.5 million (e)	~7.9 million (e)	~8.3 million (e)
Petrol/diesel — company vehicles	MWh equivalent	~6,000–10,000 (e)	~6,300–10,500 (e)	~6,600–11,000 (e)
Total energy consumption (estimated)	MWh	~230,000–235,000 (e)	~242,000–247,000 (e)	~253,000–259,000 (e)
% from renewable sources (estimated)	%	< 5% (e)	< 5% (e)	< 4% (e)

(e) = estimated. Back-cast methodology: 2024 = 2025 base × 1.05 (14,560 employees); 2023 = 2025 base × 1.10 (~15,200 employees). Electricity: ~270,000m² at ~0.55 MWh/m²/year. Diesel: ~600 locations × 50 litres/day × 250 days. The improving trend (2023→2025) reflects headcount reduction, progressive LED retrofits and growing digital transaction share. Renewable % expected to increase materially once solar programme data is confirmed.

Energy Intensity

Energy intensity is assessed against three denominators. Per-employee intensity remains broadly stable because reductions in headcount have tracked reductions in energy use. Revenue intensity improves materially, illustrating the Group's ability to generate more revenue with lower energy use per dollar earned.

Energy Intensity Metric	Denominator	2025	2024	2023
MWh per employee	Headcount	~16.6 MWh (e)	~16.6 MWh (e)	~16.6 MWh (e)
MWh per USD million net revenue	Net revenue	~110 MWh (e)	~124 MWh (e)	~145 MWh (e)
MWh per m² of occupied floor space	~270,000m² (estimated)	~0.85 MWh/m² (e)	n/a	n/a

Note: Per-employee intensity stable at ~16.6 MWh because headcount reduction and energy reduction move proportionally. Revenue intensity improves from ~145 MWh (2023) to ~110 MWh (2025) — a 24% improvement — as revenue grew faster than energy consumption. Denominators: 2025: 13,889 staff / USD 2,100M; 2024: 14,560 / ~USD 1,950M; 2023: ~15,200 / ~USD 1,750M. Floor space estimate ~270,000m² — prior years not estimated.

GRI disclosures: GRI 302-1, 302-3

REDUCING OUR CARBON EMISSIONS

Energy Reduction Initiatives

Ecobank is actively pursuing energy reduction and transition across its physical estate. The following initiatives were in place or progressed in 2025:

Initiative	2025 Status	Expected Impact
Solar installation programme — priority branches	Pilot installations completed at selected high-priority branches across West Africa. A full rollout programme covering the top 20 highest diesel-consuming locations is in development for 2026.	Reduce Scope 1 diesel emissions and operating costs at highest-consumption locations. Solar payback period typically 3–5 years in African markets.
LED lighting retrofit — Group-wide	Ongoing retrofit programme across owned and long-leasehold properties. Upgrades are being incorporated into branch refurbishment cycles.	Reduce electricity consumption by 20–40% per site. LED retrofit is one of the highest-return energy efficiency investments available.
Air conditioning efficiency — HVAC upgrades	Ongoing. HVAC upgrades are being incorporated into the branch refurbishment programme where technically and commercially feasible. Air conditioning typically accounts for 40–60% of branch electricity consumption across tropical markets.	Material reduction in electricity consumption per site. Priority for high-occupancy offices and data centre cooling.
ATM energy efficiency — lower-power hardware	ATM fleet refresh ongoing as part of the Group's digital transformation programme. Newer hardware carries improved energy specifications and reduced standby consumption.	Reduce electricity and diesel dependency per ATM across the network. Ecobank operates a large ATM estate — cumulative impact is material.
Green building standards for new properties	Under active consideration for new branch fits and major refurbishments. Minimum energy efficiency standards are being developed for inclusion in the 2026 procurement and facilities policy. No EDGE- or LEED-certified properties were confirmed as at the reporting date.	Establish a minimum standard that reduces embodied and operational carbon for all new properties. EDGE certification is the most practical standard for the African market context.
Digital banking as energy multiplier	Ongoing — embedded in Group digital strategy. Every shift from physical branch to mobile or online channel reduces energy consumption per transaction. Digital transaction volumes continued to grow in 2025.	Systematic reduction in energy consumed per customer interaction. Fewer branch visits, less diesel per transaction, less paper — compounding environmental benefit as digital adoption grows.

GRI disclosures: GRI 302-4

DIGITAL BANKING AS AN ENVIRONMENTAL MULTIPLIER

At Ecobank's scale, digital banking has environmental significance that extends well beyond the Group's own operational footprint.

Each percentage-point shift from physical to digital transactions reduces the need for heated and cooled buildings, lowers paper consumption, reduces the number of plastic cards produced and distributed, and lessens the carbon intensity of cash logistics across a 34-country network. These benefits accumulate as digital adoption grows, making digital banking one of the most powerful levers available to an African bank seeking to reduce its environmental impact.

This is a distinctive feature of banking as a sector: the product itself — the financial transaction — can be dematerialised. A mobile money transfer generates only a fraction of the emissions associated with a branch visit supported by diesel-generator power. As Ecobank's digital platform expands its reach, the environmental dividend grows with it.

Digital / Paper Metric	Unit	2025	2024	2023
Paper consumption (tonnes) — offices and branches	Tonnes	~500–700 (e)	~550–740 (e)	~600–780 (e)
Year-on-year reduction in paper consumption	%	~5–8% (e)	~5–8% (e)	Baseline

(e) = estimated. Paper back-cast: 2024 = 2025 × 1.05; 2023 = 2025 × 1.10, consistent with headcount index. Year-on-year reduction (~5–8%) is consistent with digital adoption trend — each year more transactions migrate to mobile/online, reducing paper-based processing. Digital transaction and card data to be confirmed from Group Technology.



GRI disclosures: GRI 305-4

WATER AND WASTE MANAGEMENT

Water

As a financial services business, Ecobank is not water intensive. Water is used mainly in offices and branches for sanitation, cooling systems and general operations. However, in several of the 34 markets where Ecobank operates, water scarcity is a material issue for local communities. Responsible water management is therefore both an operational discipline and an expression of environmental stewardship in the local context.

Ecobank's approach to water management is guided by GRI 303. The Group's primary interaction with water is withdrawal from municipal supply systems. The Group does not discharge process water. All wastewater is discharged to municipal sewerage systems in accordance with applicable national regulations.

Water Metric	Unit	2025	2024	2023
Total water withdrawal — municipal supply	m^3	~174,000 (e)	~182,700 (e)	~191,400 (e)
Total water withdrawal — municipal supply	Megalitres	~174 ML (e)	~183 ML (e)	~191 ML (e)
Water withdrawal intensity — per employee	m^3 per employee	~12.5 (e)	~12.5 (e)	~12.5 (e)
Water withdrawal intensity — per m^2 floor space	litres per m^2	~644 (e)	n/a	n/a

(e) = estimated. Water back-cast: 2024 = 2025 × 1.05 (14,560 employees); 2023 = 2025 × 1.10 (~15,200 employees). Per-employee intensity is stable at ~12.5 m^3, as office water use does not change materially with digital adoption. Several Ecobank markets (Niger, Mali, Chad and Burkina Faso) are classified as high or extremely high water stress under WRI Aqueduct and will be mapped and disclosed.



GRI disclosures: GRI 303

WATER AND WASTE MANAGEMENT

Waste

Ecobank's waste profile is typical of a financial services business. Its main waste streams are paper, electronic waste from regular hardware refresh cycles across 34 countries, plastics from card production and packaging, and general office waste. The Group's approach follows the waste hierarchy — prevent, reduce, reuse, recycle, recover and dispose — and is implemented through affiliate-level facilities management in line with applicable national waste legislation.

Electronic waste (e-waste) is a material stream given the scale of hardware deployed across Ecobank's network — ATMs, point-of-sale devices, computers and servers. The Group is committed to ensuring that e-waste is disposed of responsibly through certified recyclers, preventing it from entering informal waste streams where it poses significant environmental and health risks.

Waste Stream	Unit	2025	2024	2023	Disposal Method
Paper and cardboard	Tonnes	~500–700 (e)	~550–740 (e)	~600–780 (e)	Recycling / landfill
Electronic waste (ATMs, computers, hardware)	Tonnes	~80–120 (e)	~85–126 (e)	~90–132 (e)	Certified e-waste recycler
Plastic waste (cards, packaging)	Tonnes	~30–50 (e)	~32–53 (e)	~33–55 (e)	Recycling / landfill
General office waste	Tonnes	~200–300 (e)	~210–315 (e)	~220–330 (e)	Landfill / composting
Total waste generated (estimated)	Tonnes	~810–1,170 (e)	~877–1,234 (e)	~943–1,297 (e)	

(e) = estimated. Paper: see digital section. E-waste: estimate based on ~13,889 employees with typical IT hardware refresh cycle generating ~6–9kg e-waste per employee per year across a 34-country network. Back-cast methodology: 2024 = 2025 base × 1.05 (14,560 employees); 2023 = 2025 base × 1.10 (~15,200 employees). Plastics: card issuance estimate based on industry benchmarks for a bank of this scale. General waste: office benchmark ~15–22kg per employee per year. All back-cast using headcount index. Actual figures to be confirmed from facilities and IT asset disposal records.



GRI disclosures: GRI 306

EFFECTIVELY AND RESPONSIBLY MANAGING OUR SUPPLY CHAIN

Ecobank's supply chain spans 34 countries and covers a wide range of goods and services, including IT hardware and software, office supplies, facilities management, security services, construction and fit-out, marketing and communications, and professional services.

From an environmental perspective, the most material categories are IT hardware, because of e-waste implications; construction and fit-out, because of embodied carbon and materials use; and facilities services, because of cleaning chemicals and waste management.

From a social perspective, the most material categories are security services, because of labour standards and working conditions; cleaning and facilities services, because of employment conditions and living-wage considerations; and construction, because of health and safety risks and the potential use of child or forced labour. These risks are heightened in markets where labour-law enforcement is weaker or supply-chain visibility is limited.

Supplier Environmental and Social Screening

Ecobank's procurement policy requires new suppliers above a defined contract-value threshold to be screened against minimum environmental and social standards during onboarding. The screening framework covers compliance with applicable environmental legislation, waste-management practices, labour standards aligned with the ILO core conventions, health and safety management, and the absence of child or forced labour. Suppliers identified as high risk are subject to enhanced due diligence before contract award.

We are building the measurement infrastructure to match the ambition.

Metric	2025	2024	Change
Total active suppliers	1,627	1,728	▼ 6%
New suppliers onboarded	60	42	▲ 43%
Suppliers screened for E&S risks	60	42	▲ 43%
Suppliers with negative environmental impacts identified	Nil	Nil	–
Suppliers with negative social impacts identified	Nil	Nil	–
Supplier contracts terminated for E&S non-compliance	Nil	Nil	–

All newly onboarded suppliers are assessed through Ecobank's procurement process. No suppliers were identified with negative environmental or social impacts during the reporting period.

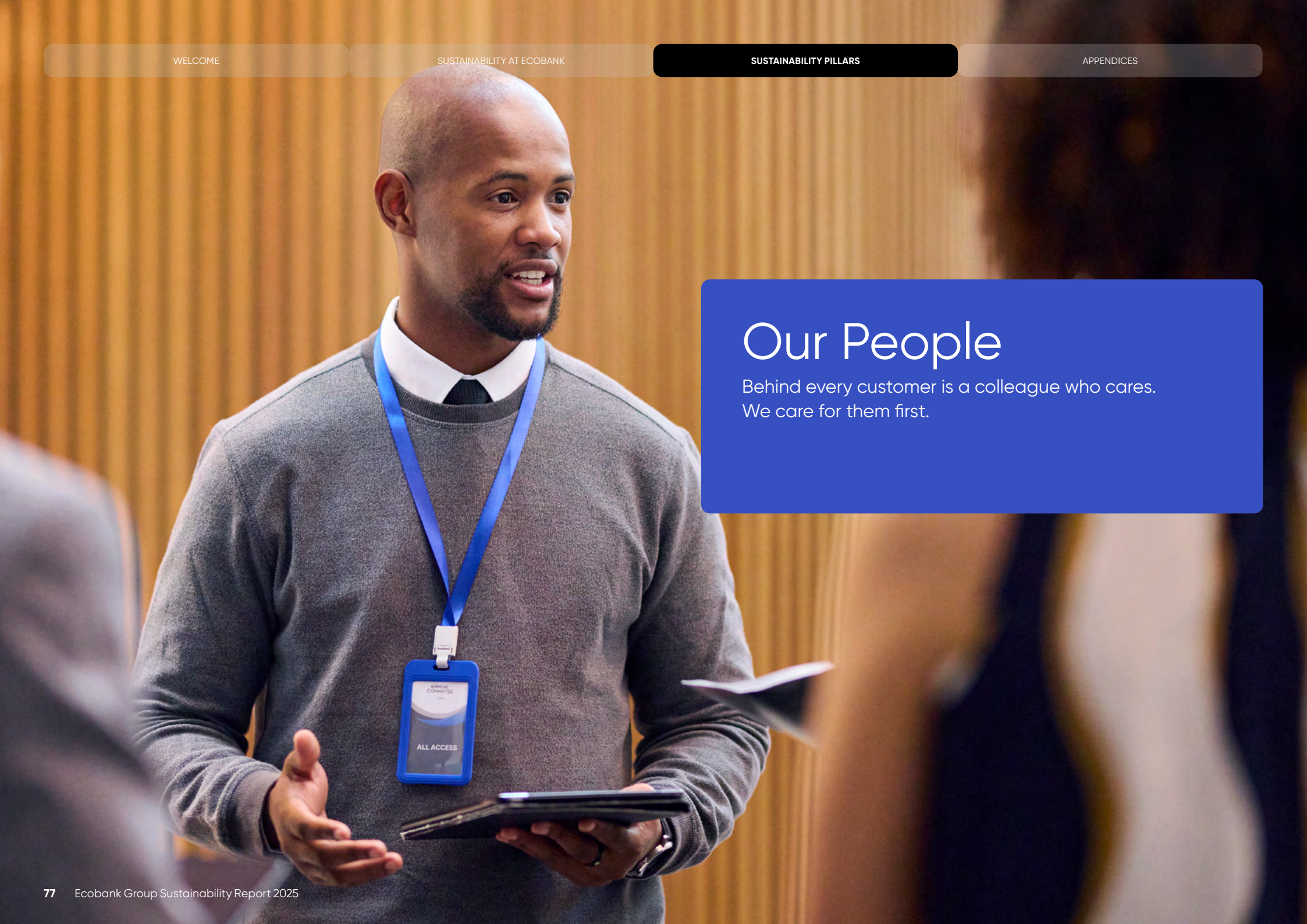
GRI disclosures: GRI 308-1, 414-1

LOOKING AHEAD – 2026

In the coming year, Ecobank will move from measurement to active reduction. Our priorities include:

- Completing the standardisation of operational emissions data across all 34 affiliates, enabling full, audited disclosure.
- Setting science-based reduction targets aligned with the Paris Agreement, once the baseline is verified.
- Piloting solar and battery storage in markets where diesel dependency is highest – reducing both emissions and operating costs.
- Deepen our alignment with UN Global Compact principles and integrate climate-related regulatory requirements into supplier contracts, performance management, and ongoing due diligence for all major service and equipment providers.
- Closing data gaps for refrigerant leaks and waste disposal by implementing affiliate-level reporting logs.





Our People

Behind every customer is a colleague who cares. We care for them first.

DELIVERING SUSTAINED RESULTS THROUGH PEOPLE AND CULTURE

Throughout 2025, we delivered the most far-reaching People and Culture transformation in Ecobank's recent history.

Aligned with our Growth, Transformation and Returns (GTR) strategy, we fundamentally reimagined how performance is managed, how talent is developed, how culture is built, and how HR operates across our 34-country footprint.

The results speak for themselves. Revenue per employee reached an all-time high, exceeding budget by 16% and growing 25.8% year on year. Profit before tax per employee reached record levels, growing 35.5% year on year. These outcomes were delivered with 671 fewer employees than 2024, demonstrating genuine structural productivity gains rather than simply a function of reduced headcount.

Importantly, we achieved these results while keeping our people engaged. Core engagement reached 83%, up one percentage point year on year and five percentage points above the industry benchmark. That engagement held firm during a period of significant transformation is a testament to the quality of our leadership and the strength of our culture.

Through Ecobank Voices, we conducted the largest bottom-up cultural engagement initiative in the Bank's recent history. Over 13,000 employees across 34 countries participated in hundreds of employee-led workshops, generating more than 75,000 cultural artifacts that are now shaping the next phase of our Culture and Capability 4.0 journey.

This report provides a detailed overview of our 2025 People and Culture achievements, organised around the following key areas:

- People and HR Key Metrics
- People and Culture Strategy
- Performance Management
- Learning and Development
- Employee Experience and Culture
- Talent Management and Succession Planning
- Compensation, Benefits and Recognition
- Resourcing and Graduate Programmes
- Organisational Effectiveness
- Forward-Looking Priorities for 2026



Our People and Culture pillars are the engine of our GTR strategy. The productivity records we set in 2025 are built on the foundation of engaged people, capable leaders, and a culture that rewards performance and embraces accountability.

Simon Rey
Acting Group Executive, Human Resources

PEOPLE OVERVIEW

Our core metrics, shown here, give a sense of the make-up of our business, Group-wide.

Headcount and Workforce Composition 2025

Total Headcount (Core Employees)

13,889

Female Representation (Bank-wide)

~48%

Year-on-Year Headcount Change

-671

employees (-4.6%)

Women in Management and Executive Roles

32.3%

(up from 31.9%)

Outsourced Staff

3,800+

Average Age

38

Front Office Ratio

46.5%

(up from 43.1% in 2024)

Productivity and Financial Metrics 2025

Revenue per Employee

+25.8%

year on year

Revenue per Employee vs Budget

+16%

Profit Before Tax per Employee

+35.5%

year on year

PBT per Employee vs Budget

+20%

PEOPLE AND CULTURE STRATEGY

Our People and Culture Strategy is built to directly enable the execution of the Group's Growth, Transformation and Returns agenda.

It is organised across five integrated strategic pillars, each designed to address a critical dimension of building and sustaining a high-performing organisation across more than 34 countries. The strategy is underpinned by two enabling capabilities: technology and data analytics through our MY-HR system and Power BI dashboards, and a deliberate programme of HR digitalisation and AI.

Our five strategic pillars are not standalone initiatives. They are an interconnected system designed to attract, develop, engage, and reward the calibre of talent that our Growth, Transformation and Returns strategy demands.

Simon Rey
Acting Group Executive, Human Resources

Delivering Sustainable Growth, Transformation and Returns

GTR strategic priorities

Transform Nigeria | **Reposition CESA and Subscale Markets** | **Entrench Leadership** | **Grow and Diversify CIB** | **Grow CCB** | **Payments, Remittances & Fintech**

Group HR Vision: Empowering every Ecobanker with the right culture, capabilities, and AI to thrive and accelerate GTR Execution

Build Future Ready Workforce
- Attract, develop, and retain critical talent
- Reskill for digital and AI-enabled world of work
- Strengthen talent programs – review, succession planning, HiPo programs, and mobility

Embed the Culture Anchored on BPC
- Institutionalize Brave-Passionate-Committed cultural themes
- Embed BPC in performance, recognition, and daily behaviors
- Drive purpose activation across the Group

Elevate Leadership & Performance
- Build accountable, coaching-driven leaders
- Link goals, behaviors, and outcomes
- Support Staff needing improvements and enforce consequence management

Organizational Effectiveness
- Improve spans, and embed participation model
- Entrench Employee Experience, D&I and Wellbeing
- Equip Staff with agentic support to scale

Differentiate Performance and Rewards
- Strengthen performance culture with clear differentiation
- Ensure rewards are differentiated and competitive
- Implement STI and LTI programs

Learning budget consumption | **Artificial Intelligence (AI) and Agents** | **Strengthened HR** | **Policies & Procedures**

PERFORMANCE MANAGEMENT

In 2025, we delivered a complete overhaul of how performance is managed across the Group.

We redesigned the entire performance management architecture to create a system that is faster, fairer, more data-driven, and directly connected to business outcomes.

Quarterly Performance Reviews

The single most transformative change was the shift from annual appraisals to quarterly performance reviews. We moved from 14,000 annual performance conversations to over 56,000 structured quarterly dialogues, fundamentally changing the rhythm and quality of manager-employee interaction. More than 2,450 managers and supervisors were trained across all affiliates on delivering effective quarterly feedback.

Execution discipline was exceptional. All three review cycles, comprising goal setting, mid-year, and end-of-year, were completed at least six weeks ahead of prior timelines, the first time this has been achieved in the Bank's history. This acceleration enables the organisation to close one cycle and immediately focus on the next, creating a continuous performance cadence rather than a once-a-year administrative exercise.

Mass KPI Review

At the start of 2025, we launched a comprehensive HR-led Mass KPI Review covering approximately 200,000 staff KPIs across the Group. Of these, 37% were strengthened before final sign-off, ensuring that every employee started the year with clear, meaningful objectives directly connected to business outcomes. We believe there is a direct link between this initiative and the record productivity results we achieved in 2025.

Behavioural Assessments and Calibration

The 360-degree Behavioural Assessment was expanded to all permanent employees. Individual feedback reports were delivered to more than 10,000 staff and team-level insights were shared with over 2,000 managers. For the first time, performance evaluation systematically measures both 'the What', the results delivered, and 'the How', the values-driven behaviours, creating balanced accountability and reinforcing our values-led culture.

Performance calibration was executed for 100% of affiliates against actual business outcomes, ensuring consistent fairness and preventing grade inflation across the Group.

Centralised Performance Management

For the first time in the Bank's history, performance management was executed centrally with consistent standards and rigorous oversight across all affiliates. A total of 1,500 staff received structured support and coaching through this process. Of these, 90% delivered measurably improved business outcomes in the latter half of the year. The accountability platform was transitioned to Group HR, enabling closer follow-up and more consistent execution across all 34 countries.

Feedback and Crucial Conversations

We ran multiple training sessions across the Bank to equip staff and managers with feedback and crucial conversation skills. Beyond traditional classroom training, we deployed an AI-powered feedback bot enabling both staff and managers to practise giving and receiving feedback in realistic scenarios, a significant shift from passive learning to on-the-job capability building tailored to each individual's context.

LEARNING AND DEVELOPMENT

To support the execution of the GTR strategy, we implemented several key learning and development initiatives in 2025, focusing on both current business needs and the emerging capabilities that will shape our future. The scale of what was delivered exceeded all prior years.

Learning Wednesdays was institutionalised across all countries as a weekly dedicated learning hour, generating over 250,000 learning hours throughout the year. This initiative has become a cornerstone of our learning culture, creating consistent protected time for development across the Group.

AI-Enhanced Learning Experience

We enhanced our eLearning platform by integrating AI capabilities across over 20,000 courses. All Ecobank staff now have access to a fully integrated AI tutor that transforms passive content into interactive learning experiences: course explanations delivered in familiar languages, examples tailored to specific roles and contexts, and personalised coaching available on demand.

We deployed AI-driven virtual facilitators enabling employees to ask questions, test knowledge, and receive guidance in real time, making digital learning as interactive as the best classroom training.

Learning Library Doubled

Through partnerships with leading global learning providers, the learning library nearly doubled from 27,000 to 55,000 resources. This breadth of content ensures that employees at every level and in every function have access to relevant, high-quality development material aligned to the demands of our GTR strategy.

Targeted Development Programmes

We delivered targeted programmes aligned to the capabilities the GTR strategy demands. The Risk Management Academy remained a pillar of our learning approach: more than 700 staff enrolled in an internationally accredited commercial credit certification, and 800 others participated in advanced credit masterclasses. To support business growth, we partnered with Consumer and Commercial Banking to enrol 2,500 staff in core and advanced sales mastery courses.

Working closely with Compliance, Internal Control, and Information Security, we rolled out mandatory training in anti-money laundering, data privacy, and information security across the Group.

Learning at Record Scale 2025

Total Learning Content Consumed
1.5 million items

Year-on-Year Increase in Formal Training Sessions
+166%

Average Instructor-led Sessions per Staff Member
4 sessions

Average Learning Content per Staff Member
60 items

Average Learning Hours per Staff Member
30 hours

L&D Programme Satisfaction Index
92%

Learning Wednesdays Hours Generated
250,000+ hours

EMPLOYEE EXPERIENCE

A central question throughout 2025 was whether we could transform the organisation at speed while keeping our people engaged and motivated.

The evidence from 2025 confirms we achieved this. Core engagement reached 83%, up one percentage point year on year and five percentage points above the industry benchmark.

For the second consecutive year, over 10,000 staff participated in the Employee Experience survey, providing the most comprehensive feedback dataset in the Bank's recent history. Two areas have concrete 2026 action plans in place. Career path visibility is being addressed through the Job Family Talent Framework rollout, targeting improvement from 63% to 70%. Compensation competitiveness is being addressed through Project Compa, which will provide management and the Board with robust benchmarking across all total reward components.

Organisational Culture Renewal: Ecobank Voices

During the last quarter of 2025, we launched the first phase of Culture and Capability 4.0 through Ecobank Voices, the largest bottom-up cultural engagement initiative in the Bank's recent history. Over 500 employee-led workshops were conducted across all 34 countries, with 98% of the 12,000-plus participants attending in person. The workshops generated over 75,000 cultural artifacts.

Three clear themes emerged: employees want greater ownership over their work; they want operating models that are simpler and more agile; and they want more visible and accessible leadership.

These insights are now feeding directly into leadership priorities and shaping the next phase of Culture and Capability 4.0.

All three BPC culture pillars exceeded 80%, and four of five RACE-IT values improved year on year, confirming that cultural alignment is strengthening across the Group even during a period of significant transformation.

Wellbeing Programme Strengthened

We relaunched a comprehensive employee wellbeing programme encompassing physical, mental, and financial health. Wellbeing Champions are now actively involved across 37 entities. Key achievements included mandatory wellbeing courses on stress management and mental resilience, expert-led sessions on nutrition and blood pressure management, and a medical coverage review focused on identifying enhancements without escalating costs.

Employee Engagement Survey Results 2025

Core Engagement
83%
(+1pp year on year; +5pp above industry benchmark)

Overall Engagement (Core Staff)
77%
(up from 76% in 2024)

Meaningful Work
Highest-performing dimension

Career Opportunities
63%
(Job Family rollout targeting 70% by year-end 2026)

Fair Compensation
42%
(being addressed through Project Compa)

Employee Engagement Survey Results 2025

Brave (Courage and Excellence)
87%

Passionate (Purpose and Pride)
90%

Committed (Growth and Teamwork)
85%

Integrity (RACE-IT)
88%
(+2pp year on year)

Teamwork (RACE-IT)
86%
(+1pp year on year)

Accountability (RACE-IT)
84%
(+1pp year on year)

Respect (RACE-IT)
87%
(stable year on year)

Customer Centricity (RACE-IT)
85%
(+2pp year on year)

TALENT MANAGEMENT

In 2025, we made a deliberate shift from a largely qualitative, affiliate-driven talent process to a data-driven, Group-wide system.

Through the largest external assessment programme we have undertaken, comprehensive talent reviews across all regions, and focused retention investments, we now have the most complete and rigorous view of our talent landscape in the Bank's recent history.

Assessment-Driven Talent Management

Over 1,000 senior employees underwent external ability and personality assessments during 2025, conducted by a leading global talent assessment firm, bringing cumulative assessments to over 4,600 and generating 6,200 data points. These insights now directly inform succession planning and high-potential identification, creating a consistent and objective Group-wide view of capability and leadership readiness.

The assessment programme provided the Group's most comprehensive talent dataset to date, covering the full spectrum of leadership readiness and enabling evidence-based succession decisions across all affiliates.

High-Potential Development

We identified 690 high-potential employees, representing 6% of the permanent workforce, in line with the recognised industry benchmark of 5 to 10%. In collaboration with a leading global management consultancy, 164 participants were enrolled across three tiered leadership development initiatives: the Executive Leadership Programme, Management Accelerator, and Leadership Essentials.

Building on this foundation, we have set clear 18-month capability targets: growing the high-potential pipeline from 6% to 10%, strengthening transformational leadership capability, and deepening commercial and strategic thinking across the management layer. Targeted programmes for 158 high-performers are being designed to accelerate these outcomes.

Comprehensive Talent Reviews

Approximately 1,990 in-affiliate talent review meetings were conducted during 2025, providing the most detailed view of our talent landscape to date. These sessions fed into regional reviews and have laid the groundwork for the Group Talent Review, which will draw on the full body of 2025 assessment and performance data and be completed by April 2026.

Retention and Talent Mobility 2025

Top Talent Retention Rate

97%

Group-wide Attrition Rate

~8%

(down from ~12% in 2024)

Retaining our best talent remained a central priority, and our investments in culture, career pathways, and recognition are clearly translating into results. We deployed a Digital Career Growth Platform to help employees map career aspirations and build learning journeys for new roles, and launched the Shining Stars Career Development Pathway to accelerate the growth of high performers.

COMPENSATION AND BENEFITS

Rewards, compensation, and benefits remain central to attracting and retaining exceptional talent across the Group.

Throughout 2025, well-structured compensation packages were implemented across all affiliates, reinforcing equity and strengthening commitment to the Ecobank brand.

Short-Term Incentive Plan Redesigned

Following a comprehensive review, we successfully completed the required enhancements to the STIP framework, incorporating RAROC as a performance metric alongside PBT, Return on Tangible Equity, and Cost-to-Income Ratio. This ensures stronger alignment with risk-adjusted performance, fairness, and shareholder value.

The framework was revised to four core metrics, the STIP policy was comprehensively updated, and the model was rebuilt with detailed back-testing across 2023 to 2025. Following Board approval, this establishes a standardised framework linking pay to performance for the first time in the Group's history. The 2024 STI payout was delivered in record time with strong performance differentiation.

Rewards and Recognition: Shining Stars

The Shining Stars recognition programme celebrated 100 employees who exemplified Ecobank values throughout 2025. The programme included a dedicated one-week trip to a key affiliate for leadership seminars and knowledge exchange. Cohort 2 was launched in December 2025, ensuring continuity and momentum into 2026.

Monthly and Quarterly Awards, including Bravo, Appreciation, Distinction, and Excellence, highlight remarkable achievements on a routine basis. Winning Together Awards spotlight collaborative projects that delivered outstanding outcomes, encouraging cross-functional innovation across the Group.

Project Compa: Strengthening Market Competitiveness

To ensure we remain highly competitive in attracting and retaining talent, we launched Project Compa, an independent initiative reviewing compensation competitiveness across most of our markets. This initiative will provide management and the Board with robust benchmarking data across all areas of total reward including benefits, allowances, and other components, well beyond salaries alone. The output will directly inform our 2026 compensation strategy.

Salary Structures and Benefits Review

We actively participated in market surveys to track competitive trends and made the necessary salary structure adjustments across the Group. Full automation of the salary review process has markedly improved efficiency and transparency. Approximately 90% of affiliates now operate under fully competitive compensation structures. Benefits packages are being reviewed to ensure they are competitive and internally equitable across all markets.

RESOURCING AND GRADUATE PROGRAMMES

In 2025, we professionalised our recruitment infrastructure and successfully managed a substantial volume of senior appointments while continuing to build the next generation of talent through our graduate programmes.

Senior Talent Acquisition

We managed 120 Group and EXCO-level roles throughout 2025, filling 71 through enhanced recruitment processes. This was achieved with limited capacity within Group Resourcing, underscoring the efficiency gains delivered by new tools and processes. All remaining positions are expected to be filled by June 2026.

Recruitment Infrastructure Transformed

An assessment-based recruitment platform was launched, bringing rigour and objectivity to talent selection decisions across the Group. Automated onboarding processes were deployed, providing seamless entry experiences for new hires and reducing time-to-productivity. Our employer brand page was deployed in multiple languages, strengthening Ecobank's visibility across African and international talent markets.

Graduate Programmes: Building the Pipeline

Our graduate programmes remain cornerstones of our talent strategy, ensuring a steady influx of high-quality young professionals equipped with contemporary skills and leadership potential. The CESA Graduate Programme completed its current cohort, with a second regional cohort planned for 2026. The UEMOA Graduate Programme launched a second cohort dedicated to Togo, and the AWA Graduate Programme continued in Ghana.

Groundwork has commenced for the Ecobank Fast-track Technology Graduate Programme, specifically designed to build the Bank's next generation of technology talent in support of our digital transformation agenda. This programme will be launched in 2026.



ORGANISATIONAL EFFECTIVENESS

In 2025, we achieved the highest productivity and efficiency levels in more than a decade, while simultaneously advancing structural reforms to position the Bank for the next phase of growth.

Productivity and Efficiency at Record Highs

Revenue per employee is currently 40% higher than in prior years when headcount was at similar levels, confirming that these are genuine structural productivity gains, not simply a function of reduced headcount. The front office ratio improvement reflects a deliberate rebalancing toward revenue-generating and client-facing roles.

Structural and Organisational Reforms

The Participation Model was rolled out across 20 countries, double the original target of 10, clarifying decision-making ownership at Group, Regional, and Affiliate levels. In Corporate and Investment Banking, the model shortened deal approval times and improved client responsiveness. The Job Families framework was piloted from October 2025, with full rollout planned for the first quarter of 2026.

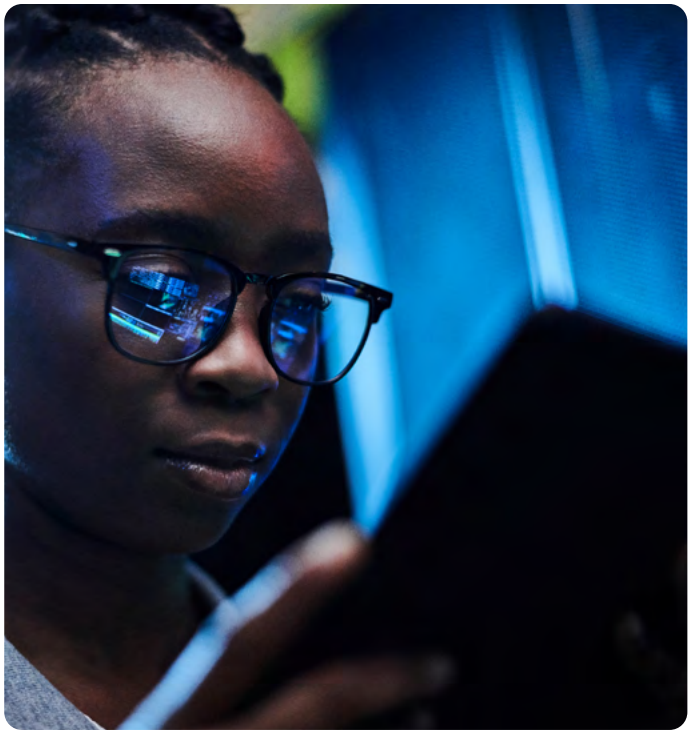
The Spans and Layers review was completed across all affiliates. Full execution of the recommendations, targeting an average ratio of 1:8 in key markets, will take place in 2026. A thorough Matrix Framework was developed, endorsed by executive committees, and is being operationalised for full Group-wide deployment in 2026.

HR Technology and Digital Innovation

Digital transformation accelerated dramatically in 2025, with automation and AI deployed across the entire employee lifecycle. Notably, the vast majority of these digital solutions were designed and built by internal non-technical teams, confirming our capacity to innovate efficiently while maintaining compliance and scalability. Collectively, these tools reduced HR process cycle times by over 70%, improving compliance, standardisation, and service quality across the Group.

Policy Review

The 2025 policy review programme was the most comprehensive in recent years, progressing through three phases: an end-to-end internal review integrating best practices, an independent external review ensuring alignment with our Diversity and Inclusion strategy, and an ongoing GTR-readiness review scheduled for completion in early 2026.



Collective bargaining

No collective bargaining agreements were entered into in relation to sustainability matters during the reporting year. Where collective bargaining applies in any operating market as required by local labour law, this is reported separately in the People section of the Group Annual Report. For further information please contact Group HR or Group Legal.

GRI disclosures: GRI 2-30, 407

LOOKING AHEAD TO 2026

The year 2025 marked a defining moment in Ecobank's People and Culture journey.

As we move into 2026, our strategy will accelerate to further enable our Growth, Transformation and Returns agenda. The table summarises our key targets and commitments.

Rather than simply maintaining the progress made in 2025, we aim to build meaningfully on it. The investments we have made in people, systems, and culture are designed to compound over time, delivering increasing returns to our shareholders, our customers, and our employees.

By leveraging our People and Culture pillars, we will not just accelerate the execution of our key business objectives. Our people will help redefine the future of banking in Africa, one that puts customers, stakeholders, and our most valuable asset, our people, at the centre of it all.

Simon Rey
Acting Group Executive, Human Resources

Priority & Target/Commitment 2026

Culture and Capability 4.0
Operationalise BPC operating system; sustain all pillars above 80%

Performance Excellence
Consistent KPIs across job families by Q1; strengthen consequence management

Group Talent Review
Reviewed and Signed off succession plans for all critical roles

HiPo Pipeline Target
Grow from 6% to 10% of workforce

Career Visibility
Improve through Job Family Framework rollout

Core Engagement
Sustain above 83%

Compensation Competitiveness
Project Compa outputs to inform full 2026 strategy

Front Office Ratio
Continue improvement to reach 50%

Spans of Control
Target 1:8 ratio in key markets

HR Digitalisation
Complete digitisation and deepen AI integration





Responsible Banking & Governance

RESPONSIBLE BANKING & GOVERNANCE

To embed sustainability into every material **lending decision**, every operation, and every dollar of value we create — across our **34 African countries**, for the continent that needs it most.

Ecobank's policies and procedures give practical effect to its sustainability commitments – providing the standards, processes, and governance structures through which those commitments are applied consistently across 34 banking subsidiaries and the full range of the Group's client relationships.

Three key interconnected systems carry this responsibility:

ESRM (Environmental and Social Risk Management) – gathers and assesses every material transaction against IFC Performance Standards, climate and nature risk indicators, Ecobank's own exclusion criteria, and other local and international standards the bank has committed to, before lending decisions are made.

Equator Principles framework – applies internationally recognised social and environmental safeguards to qualifying project finance transactions.

Group-level sustainability related policies and procedures, as well as other governing standards and regulations – establish the standards that govern conduct across every subsidiary and every market.

Together, these systems and others provide customers, partners, regulators, and institutional investors and the bank with documented evidence that sustainability risk is identified, assessed, and managed as part of the credit process

Stakeholder materiality: Policies and procedures scored among the highest-materiality topics in Ecobank's 2025 stakeholder materiality assessment refresh. This reflects strong expectations from DFI partners, banking regulators across key markets, and institutional investors – who require documented ESRM compliance as a condition of engagement.



GRI disclosures: GRI 2-23, 2-24, 2-25, 2-26, 2-27, 3-3

* The assessment is proportionate – the number of questions applied to each transaction reflects its risk category, with Category A transactions subject to the fullest assessment.

SUSTAINABILITY POLICY FRAMEWORK

Ecobank's sustainability governance is anchored in a structured suite of Board-approved policies and position statements, governed by the overarching Sustainability and Environmental and Social Management System (ESMS) Manual.

Each policy area is supported by two complementary documents: a public-facing Position Statement that sets out Ecobank's strategic commitment, and an operational Policy that defines the implementation framework applied across all 34 banking subsidiaries. This two-tier architecture ensures that Ecobank's sustainability standards are both publicly accountable and operationally enforceable.

Part A – Board-approved sustainability policies and position statements

The following new policies and position statements were submitted for Board approval in 2025 and are owned by the Group Sustainability and ESRM function. They sit alongside existing policies and procedures, which are also implemented depending on the nature of the transaction.

Sustainability and ESMS Manual – the governing document for the entire framework.

Policy area	Document type	Scope	Sustainability role
Sustainability and ESMS manual	Governing Manual	Group-wide – all subsidiaries and lending	Overarching governance framework for all sustainability policies, processes and standards. Master reference for ESRM implementation, IFC PS compliance, climate screening and DFI covenant requirements.
Sustainability risk	Position Statement + Policy	Group-wide – all E&S risk decisions	Strategic approach to integrating sustainability factors into risk decisions. Policy framework for managing environmental, social and governance risks across the lending portfolio.
Environmental and social risk management	Position Statement + Policy	All 34 subsidiaries – all lending categories	E&S risk screening standards and sustainable lending framework. IFC PS 1–8 integration; mandatory ESRA screening; three lines of defense; DFI compliance covenants.
Climate change	Position Statement + Policy	Group-wide – all lending and operations	Strategic position on climate risk, resilience and decarbonization. Operationalizes climate commitments including emissions reduction, risk assessment, transition financing, thermal coal exclusion, and net zero pathway 2040/2060.
Biodiversity	Position Statement + Policy	Group-wide – biodiversity-exposed sectors	Commitment to protecting biodiversity and ecosystems in operations and financing. Implementation framework for PS6 biodiversity protection across Ecobank's value chain. Foundation for TNFD alignment.
Human rights	Position Statement + Policy	Group-wide – all operations and supply chain	Public position on respecting and promoting human rights. Operational procedures for identifying, preventing and addressing human rights impacts. UNGC Principles 1–2; ILO core conventions; UNGP alignment.
Health and safety	Position Statement + Policy	Group-wide – all employees and contractors	Responsibility for safeguarding workforce health and safety. Procedural guidance for workplace safety management and emergency response across 34 markets.

All documents above are approved at Board level and maintained by the Group Sustainability and ESRM function.

Policies and procedures are applied across all our countries and are adapted to local contexts.

All sustainability-related policies are read and applied alongside other relevant Group policies of the bank.

SUSTAINABILITY POLICY FRAMEWORK

Part B – Related group policies

The following Group-level policies are relevant to Ecobank's sustainability disclosure obligations but are issued and owned by specialist functions outside the Group Sustainability and ESRM unit. They are included here for completeness of the policy universe. Part B policies are cross-referenced in this Sustainability Report under the relevant sections: Anti-Bribery (Section 8), Data Privacy (Section 9), Grievance Mechanisms (Section 7).

Policy	Issuing function	Scope	Sustainability relevance
Anti-bribery and corruption policy	Group Compliance /Legal	Group-wide – all employees and third parties	Zero tolerance for bribery and corruption. Mandatory training; EthicsLine whistleblowing channel; GRI 205 compliance. Applies to all sustainability-related procurement and third-party relationships.
Data privacy and information security policy	Group Compliance /Legal	Group-wide – all customer and operational data	GDPR-aligned data handling; customer data protection; third-party data governance. Relevant to sustainability data reporting and ESRA system data management.
Grievance mechanism policy	Group Sustainability and ESRM	Group-wide – all stakeholders	IFC PS1 and EP6 grievance standards; UNGPs 29–31. Public-facing E&S Grievance Submission Form launched 2025. Accessible multi-channel submission across all 34 markets.

ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT FRAMEWORK

Ecobank's ESRM framework is the operational expression of its sustainability policies – the mechanism by which policy standards are applied to individual transactions, monitored across the portfolio, and reported to DFI partners and regulators.

The framework operates consistently across all 34 banking subsidiaries, applying a common standard regardless of market or jurisdiction.

Ecobank's sustainability policies are also embedded within the Group's Enterprise Risk Framework, ensuring that environmental, social and climate risk is managed consistently alongside credit, market and operational risk.

The ESRA system

The Environmental and Social Risk Assessment is Ecobank's primary transaction screening tool. Every material transaction enters the ESRA at origination and is assessed across environmental, social, climate and governance risk dimensions, using IFC-aligned sector classification. The system is integrated into Ecobank's internal workflows, with reporting capabilities and audit trail, and operates consistently across all 34 banking subsidiaries.

ESRA – key features

Coverage: All 34 Ecobank banking subsidiaries
Scope: Environmental, social, climate and governance risk assessment
Sector classification: IFC-aligned across 13 industry categories
Risk categorization: Category A (High) · Category B (Medium) · Category C (Low)
Reporting: Documented audit trail supporting DFI compliance requirements

RISK CATEGORIZATION AND DUE DILIGENCE

Transactions are assigned to one of three risk categories on the basis of sector, project type, geographic location and sensitivity of the operating environment. The category determines the level of due diligence required before credit approval is granted.

Note: IFC Performance Standards (PS1–PS8) are foundational to Ecobank's environmental and social risk assessment. Every material transaction is screened against these standards.

However, Ecobank goes beyond IFC requirements where:

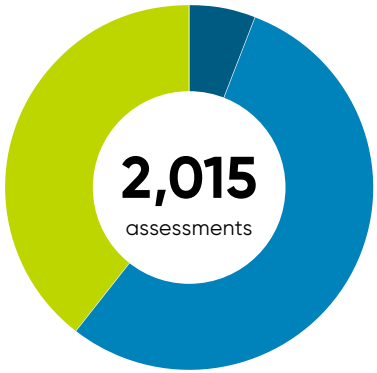
- Local regulations are stricter,
- Additional international frameworks apply (e.g., Equator Principles, TNFD-aligned nature risk),
- Emerging risks (such as biodiversity loss or supply chain labour rights) demand enhanced due diligence not explicitly covered by IFC.

In practice, this means Ecobank applies a higher or broader standard when warranted – never less than IFC.

Category	IFC standard	Triggers	Due diligence required
Category A – High Risk	IFC High	Significant adverse E&S impacts; potential irreversibility; affected communities; biodiversity-sensitive areas; large infrastructure	Full IFC PS 1-8 enhanced due diligence; independent E&S assessment; action plan; ongoing monitoring; DFI notification
Category B – Medium Risk	IFC Medium	Limited adverse impacts; site-specific; largely reversible; standard mitigation available	Targeted due diligence against relevant PS; E&S conditions in facility agreement; monitoring
Category C – Low Risk	IFC Low	Minimal or no adverse E&S impacts; service sector; financial intermediaries; small-scale	Standard ESRA screening; no additional due diligence required

In 2025, Ecobank completed 2,015 ESRA assessments across all 34 markets.

ESRA 2025 Risk Category Distribution



- Category A **High Risk 6.2%**
- Category B **Medium Risk 54.8%**
- Category C **Low Risk 39.0%**

The portfolio risk distribution reflects Ecobank's sector exposure across 34 markets: the majority of transactions fall in Categories B and C, reflecting the dominance of commercial banking, SME finance and trade finance in the Group's business mix. Category A transactions – which carry the highest due diligence requirements – arise primarily in infrastructure, energy, agriculture and natural resource sectors.

EQUATOR PRINCIPLES (EP4)

Ecobank is a signatory to the Equator Principles, the internationally recognized risk management framework for determining, assessing and managing environmental and social risk in project finance transactions.

The Equator Principles apply to all new project finance transactions above the applicable thresholds where total project capital costs exceed USD 10 million.

EP4 transactions undergo full IFC Performance Standards assessment as part of the ESRA enhanced due diligence pathway. Independent environmental and social monitoring is required for Category A and high-risk Category B transactions. Grievance mechanisms accessible to project-affected communities are a mandatory condition for all EP-qualifying transactions, consistent with IFC PS1 and EP Principle 6.

EP Category	IFC standard	Transactions (2025)
Category A – High Risk	IFC High	2
Category B – Medium Risk	IFC Medium	1
Category C – Low Risk	IFC Low	–
Total EP4 transactions	–	3

Category A transactions reflect project finance facilities closing in 2025 requiring full IFC PS 1–8 enhanced due diligence. Source: Internal Ecobank ESRM data, 2025. Remaining EP4 category volumes to be confirmed before publication.

Ecobank makes a separate annual submission to the Equator Principles Association in accordance with EP4 reporting requirements. Readers seeking the Group's full Equator Principles disclosure are directed to that submission.

NATURE, BIODIVERSITY AND TNFD

Nature risk is an emerging priority in sustainable finance disclosure globally.

As of November 2025, 733 organisations across 56 countries had committed to TNFD-aligned reporting, representing USD 22 trillion in assets under management. TNFD adoption in Africa stood at 46% – below the global average – reflecting both the nascent state of nature finance infrastructure on the continent and the significant opportunity for African financial institutions to contribute to its development.

Ecobank's approach to nature and biodiversity risk is grounded in IFC Performance Standard 6 – Biodiversity Conservation and Sustainable Management of Living Natural Resources and other as foundation.

PS6 screening and other relevant nature frameworks and standards are embedded within the ESRA framework and applied to all material transactions in sectors.

Transactions that may affect critical habitats, protected areas, or high conservation value areas require enhanced due diligence and independent biodiversity assessment as conditions of lending.

Ecobank is a founding member of the African Natural Capital Alliance (ANCA) , which brings together African financial institutions, governments, and conservation organisations to develop Africa-specific frameworks for nature-related financial risk assessment and disclosure. Through ANCA, Ecobank contributes to the development of regional standards and data infrastructure that will underpin credible TNFD-aligned disclosure across the continent.

Ecobank's TNFD alignment roadmap

2021: ANCA membership, updated biodiversity policies and procedures
2024–2025: Foundation: PS6 biodiversity screening embedded in ESRA
2025–2026: Assessment: Nature dependency and impact mapping for highest-exposure sectors (Agriculture, Mining, Forestry). TNFD LEAP methodology piloted for priority markets
2027+: Full alignment: TNFD-aligned disclosure across all four pillars (Governance, Strategy, Risk Management, Metrics)

HUMAN RIGHTS, LABOUR STANDARDS AND SUPPLY CHAIN

Ecobank's Human Rights Policy and procedures commits to respecting the human rights of all people affected by its operations and financing activities, consistent with:

- UN Guiding Principles on Business and Human Rights (UNGPs)
- OECD Guidelines for Multinational Enterprises
- ILO Core Conventions
- UN Global Compact Principles 1 and 2
- **Human rights due diligence** is integrated into the ESRA screening process:
- **IFC Performance Standard 2** (Labour and Working Conditions) requires assessment of labour management procedures, working conditions, terms of employment, grievance mechanisms, and supply chain labour risks for all Category A and Category B transactions.
- **IFC Performance Standard 7** (Indigenous Peoples) applies to transactions that may affect the lands, territories, or resources of indigenous communities. Transactions with potential adverse human rights impacts require enhanced due diligence and documented action plans as conditions of credit approval.

IFC PS	Topic	Application in ESRA	2025 Status
PS2	Labour and Working Conditions	Assessed for all Cat A and Cat B transactions. Worker grievance mechanism required.	Applied – embedded in ESRA Q-set
PS4	Community Health, Safety and Security	Assessed for transactions with community interaction. Security arrangements reviewed.	Applied – embedded in ESRA Q-set
PS5	Land Acquisition and Involuntary Resettlement	Full resettlement planning required where displacement occurs.	Applied – triggers enhanced DD
PS7	Indigenous Peoples	Free, Prior and Informed Consent (FPIC) required where indigenous lands affected.	Applied – triggers enhanced DD
PS8	Cultural Heritage	Assessment required where transactions may affect cultural or physical heritage.	Applied – embedded in ESRA Q-set

GRIEVANCE MECHANISMS

Ecobank is committed to providing accessible, transparent and responsive grievance mechanisms for all stakeholders affected by its operations and financing activities.

This commitment reflects IFC Performance Standard 1, Equator Principle 6, UN Guiding Principles 29–31, UNEP FI PRB requirements and UN Global Compact expectations.

In 2025, Ecobank launched a public-facing E&S Grievance Submission Form — available in both PDF and Word formats — enabling any individual, community or organization to submit a grievance relating to a transaction or activity that Ecobank has financed or is considering financing. The form is designed for accessibility across Ecobank's multi-lingual operating environment and is available through the Group Sustainability and ESRM function.

No grievances were received during the reporting year under the policy.

Grievance mechanism – key features (2025)

Accessibility: Public-facing form available in PDF and Word; accessible via email, post and in-person channels
Standards alignment: IFC PS1 · EP6 · UNGPs 29–31 · UNEP FI PRB · UN Global Compact
Response commitment: Acknowledgement within 5 business days; substantive response within 30 days
Confidentiality: Complainant identity protected; anonymous submissions accepted
Escalation: Unresolved grievances escalated to Group Head of Sustainability and ESRM
Tracking: All grievances logged, tracked and reported internally to RSTC
Non-retaliation: No adverse action against any complainant acting in good faith

ANTI-BRIBERY, CONDUCT AND COMPLIANCE

Ecobank's Anti-Bribery and Corruption Policy establishes a zero-tolerance standard for bribery, corruption, facilitation payments and improper gifts or hospitality in all forms across all operations.

The policy applies to all employees, contractors, agents and third parties acting on Ecobank's behalf across all 34 markets.

Training on anti-bribery and corruption obligations is mandatory for all employees. The Group's whistleblowing channel – EthicsLine – provides a confidential mechanism for reporting suspected violations. All reported concerns are investigated and outcomes communicated to reporters where legally permissible. Anti-corruption programme performance is reported annually to the Board through the GNREC and RSTC committees.

Further information on Ecobank's anti-bribery and compliance programme is available in the Group's Annual Report and through the Group Compliance and HR function.

Anti-Corruption

Metric	2025	2024	2023
Employees trained on anti-bribery and corruption (%)	11, 379 staff 95%	N/A **Note:** ABC Training is every 3 years	N/A **Note:** ABC Training is every 3 years
Confirmed Whistleblowing incidents of corruption	Nil	Nil	Nil
Incidents reported via EthicsLine — total	145	153	144
Whistleblowing Incidents investigated and closed	93	134	130
Employees dismissed for corruption-related offences	Nil	Nil	Nil

DATA PRIVACY AND INFORMATION SECURITY

Ecobank serves over 33 million customers across 34 African markets and handles significant volumes of personal and financial data.

The Group's Data Privacy and Information Security Policy establishes the standards for the collection, processing, storage, transfer and disposal of personal data, consistent with applicable data protection legislation in each operating country and aligned to GDPR principles where these represent the applicable international standard.

Data protection training is mandatory for all staff with access to customer data. Third-party data processors are subject to contractual data protection requirements. Data subject rights – including access, correction and deletion – are honoured in accordance with applicable law. Data breaches are subject to mandatory internal reporting and, where required by law, regulatory notification within applicable timeframes.



2026 OUTLOOK – POLICIES AND PROCEDURES

Priority	Owner	Target
ESRM full portfolio coverage	Active ESRM coverage across all 34 markets with enhanced digital automation for Category A and DFI co-financed portfolios. Completion of post-approval remediation for legacy Cat A and Cat B files.	2026
TNFD preliminary disclosure	TNFD-aligned nature related risk to be embedded in key risk policies and disclosure in 2026 Sustainability Report where possible. PS6 biodiversity screening data reported. ANCA engagement deepened.	2026
SBTi submission	Formal SBTi target submission – operational emissions. Baseline year established Q1 2027.	End 2027
ESRA data quality	Further enhancement of ESRA system.	2026
Anti-corruption metrics	Full GRI 205-1/205-2/205-3 disclosure in Annual Report. Training coverage target: 80%- 90% of relevant staff.	2026-7
Harambee annual update	The Harambee Way – Publication of Ecobank Group Climate Disclosure Report updated annually. 2026 edition to include.	Q3 2026



Our Corporate Governance

OUR CORPORATE GOVERNANCE

Corporate governance at Ecobank addresses the structures, processes, and behaviours through which the bank is directed, controlled, and held accountable – at Group level and across all 34 subsidiaries. It ensures that sustainability is not a standalone commitment but an integral part of how decisions are made, risks are overseen, and performance is reviewed.

Governance is the foundation on which the other seven pillars rest. Without sound governance, sustainable finance commitments cannot be trusted, people policies cannot be enforced, community investments cannot be verified. Ecobank's governance framework is designed to give all stakeholders – shareholders, regulators, DFI partners, customers and communities – confidence that the Group operates with integrity, transparency and long-term purpose.

The material topics covered in this pillar were identified through Ecobank's double materiality assessment. They are reported in alignment with GRI Standards 2 (Governance) and GRI 205 (Anti-Corruption), and contribute to SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals).

Directors on the Board	Board meetings in 2025	Board committees	Code of conduct breaches
15	7	4	0
6 independent	100% quorum maintained	All chaired by independent directors	Confirmed 2025



Strong governance is not a constraint on performance, it is the foundation. At Ecobank, our governance framework ensures decision making reflects our values, protects our stakeholders, and builds the institutional trust that underpins our long-term growth. In 2025, we continued to strengthen our governance structures, completed an independent Board evaluation, and embedded sustainability oversight more deeply at Board level. This chapter sets out how we govern transparently, and with accountability.

Madibinet Cissé
Company Secretary

GRI disclosures: GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-22, 2-23, 2-26, 2-27, 205-1, 205-2, 205-3

OUR GOVERNANCE FRAMEWORK

Ecobank has meticulously designed its corporate governance framework to foster fairness, responsibility and transparency across all levels of the organisation.

This framework reinforces stakeholder trust and positions the Group to deliver consistent long-term value in pursuit of its strategic vision – to be a world-class, pan-African banking group driving regional integration and inclusive growth.

The framework is grounded in fourteen governance principles covering shareholder rights, Board accountability, ethical conduct, decentralised authority, independent financial verification, enterprise risk management, stakeholder recognition and transparent communication. These principles are codified in the Group Corporate Governance Charter – a living document regularly updated to reflect shifts in the business, regulatory and geopolitical environments, domesticated across all 34 subsidiaries and adapted as required to comply with local laws.

The 'One Bank' operating model

Ecobank operates as a cohesive, integrated banking group rather than a collection of separate banks. This unified structure underpins our 'One Bank' operating model – designed to enhance strategic clarity, operational efficiency, and seamless connectivity across the Group.

ETI, as the parent company, is the 'Strategic Architect' – responsible for defining Group strategy and cascading Group-wide policies and standards across all subsidiaries, with strict adherence to local laws and regulatory frameworks. Any deviation from Group standards requires prior approval from ETI, preserving consistency while respecting local specificities. Technology infrastructure is managed centrally through a wholly owned subsidiary. Shared services platforms drive cost-efficiency and scalability. All functional areas – audit, compliance, human resources, legal, risk management and treasury – are coordinated under designated Group Executives, with subsidiary-level functional leads reporting directly to their Group counterparts.

Subsidiary governance

Subsidiaries operate as separate legal entities in their respective countries, each with its own Board of Directors. ETI is the majority shareholder in all subsidiaries; host country citizens and institutions also invest in local subsidiaries. Each subsidiary Board has a majority of Non-Executive Directors and operates in accordance with the same governance principles as the parent company, subject to local legal requirements.

The Group adopts a dual reporting model for subsidiary governance: the local Board has ultimate legal responsibility, but ETI as majority shareholder and Strategic Architect has a duty to ensure subsidiaries are run properly. Subsidiary Managing Directors have dual reporting lines to the local Board and to ETI's executive management. The Board of ETI convenes biannually with subsidiary Board chairpersons and Group functional heads to review strategic direction, performance and material policy matters. Regional meetings among subsidiary Board chairpersons are held regularly.

GRI disclosures: GRI 2-0, 2-22 2-23

BOARD COMPOSITION AND STRUCTURE

The Board of Directors of ETI is elected by, and accountable to, shareholders for the appropriate and effective administration of the Ecobank Group.

The Articles of Association of the Company limit the size of the Board to fifteen members. As of 31 December 2025, the Board comprised fifteen Directors.

The composition of the Board reflects, as much as practicably possible, the geographical coverage of the Group, relevant professional experience, shareholder representation and gender diversity. The Board is chaired by an Independent Non-Executive Director – Mr. Pape Madiaw Ndiaye – in accordance with the principle that the roles of Chair and Chief Executive Officer are separate.

GRI disclosures: GRI 2-9, 2-10, 2-11

Board of Directors – 31 December 2025

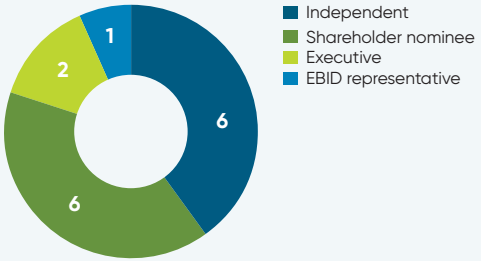
Director	Role/Category	Nominated by	Meetings eligible	Meetings attended
Mr. Pape Madiaw Ndiaye	Chairman – Independent Non-Executive	Independent	7	7
Mr. Jeremy Awori	Chief Executive Officer – Executive	Management	7	7
Mr. Ayo Adepoju	CFO – Executive Director (joined June 2025)	Management	4	4
Mr. Louis Adande	Non-Executive – Independent	Independent	7	7
Mrs. Aichatou Agne Pouye	Non-Executive – Independent	Independent	7	7
Mr. Simon Dornoo	Non-Executive – Independent	Independent	7	7
Prof. Enase Okonedo FCA	Non-Executive – Independent	Independent	7	7
Ms. Esther Chibesa (joined June 2025)	Non-Executive – Independent	Independent	4	4
Dr. Catherine Ngahu (retired June 2025)	Non-Executive – Independent	Independent	4	4
Mr. Brian Kennedy	Non-Executive	Nedbank Group Ltd	7	7
Mr. Deepak Malik	Non-Executive	Arise B.V.	7	7
Ms. Zanele Monnakgotla	Non-Executive	GEPF/PIC	7	7
David O'Sullivan	Non-Executive	Qatar National Bank	7	7
Dr. Aasim Qureshi	Non-Executive	Qatar National Bank	7	7
Dr. George Donkor	Non-Executive	ECOWAS Bank (EBID)	7	6
Dr. Terrence Sibiya (retired Dec 2025)	Non-Executive	Institutional	7	7

BOARD COMPOSITION AND STRUCTURE

Board Diversity Metrics

Diversity Metric	2025	2024
Total Board members	15	14
Independent Directors	6 (40%)	6 (43%)
Executive Directors	2	1
Non-Executive (shareholder nominees + EBID)	7	7
Female Directors	4	4
Female Directors (%)	27%	29%
Directors from African countries	12	11
Nationalities represented on the Board	9	9

Board composition



BOARD NOMINATION, INDEPENDENCE AND EVALUATION

Nomination and selection process

The nomination and appointment process for Directors is clearly defined in the Governance Charter, reflecting best practice and the Group's commitment to transparency and merit-based selection. The Governance, Nomination, Remuneration and Ethics Committee (GNREC) oversees the nomination process. Before any appointment, GNREC defines the functions and core competencies required for each Board role, develops objective selection criteria, and screens candidates through a structured evaluation and interview process. Shortlisted candidates are submitted to the Board for co-option and subsequently ratified at the Annual General Meeting.

All new Directors receive formal letters of appointment clearly outlining their duties, responsibilities and terms of service. In line with the Articles of Association, the tenure of Non-Executive Directors is limited to nine years. Appointments are made for an initial three-year term, renewable upon Board evaluation – but renewal is not automatic. Reappointments are contingent on performance, skills alignment and the evolving competency needs of the Board.

Core competencies for Non-Executive Directors

Competency	Description
Business acumen	Extensive business experience, proven understanding of corporate governance and commercial strategy, strong track record and impeccable reputation
Leadership and Board experience	Ability to contribute strategically, assert informed views and add value at Board level
Specialist expertise	Experience in international and African banking – corporate, retail, investment banking, capital markets, asset management, regulation, risk, digital transformation, audit, executive remuneration, investor relations and public policy
Integrity and ethics	High standards of personal and professional ethics aligned with Ecobank Group values
Strength of character	Independent judgement, interpersonal maturity, ability to challenge constructively and act objectively
Time commitment	Sufficient time and attention to fulfil duties effectively

GRI disclosures: GRI 2-10, 2-11, 2-15, 2-18

BOARD NOMINATION, INDEPENDENCE AND EVALUATION

Director independence

The Governance Charter maintains an independence evaluation policy with a clear definition of 'Independent Director'. At least one third of Board members are expected to be independent. As at 31 December 2025, there were six independent Directors on the Board of fifteen: Mr. Pape Madiaw Ndiaye (Chairman), Mr. Louis Adande, Ms. Esther Chibesa, Mr. Simon Dornoo, Prof. Enase Okonedo FCA and Mrs. Aichatou Agne Pouye. The independence of all Directors is assessed annually.

A comprehensive Conflict of Interest Policy covering all staff and Directors is in place. Directors are required to complete standard forms each semester to confirm that no conflict of interest exists. No conflict of interest was identified in the discharge of Directors' duties in 2025. The review of related party loans is conducted monthly and reported to the Board by the Finance, Risk and Credit Committee.

Board evaluation

A Board, Committees and Director evaluation was completed for 2025 with the assistance of an independent consulting firm. The evaluation covered the performance of the full Board, all four Board Committees and the individual performance of each Director. Feedback was shared with each Director. The evaluation confirmed that the Board is functioning effectively and identified areas for continued development, which are being addressed through the Directors' training programme.

Directors are expected to undertake ongoing professional development. In 2025, Directors received training on Board Effectiveness. All new Directors receive a formal induction programme on appointment.

Governance Highlight 2025

No conflicts of interest identified among Directors – 2025
No breaches of the Directors' Code of Conduct – 2025
No disputes between Board members – 2025
No new executive share options awarded under the staff options scheme – 2025
All insider securities transactions disclosed in line with applicable regulations

BOARD COMMITTEES

As of 31 December 2025, the Board operated four committees: the Governance, Nomination, Remuneration and Ethics Committee (GNREC); the Audit, Internal Control and Compliance Committee (AICC); the Finance, Risk and Credit Committee (FRCC); and the Remuneration, Sustainability and Technology Committee (RSTC)

All committee charters are established in accordance with best practice and applicable rules. The membership of all committees excludes Executive Directors. Each committee has a majority of independent Directors and is chaired by an independent Director. Committee member tenure is restricted to a maximum of two three-year terms.

Governance, Nomination, Remuneration and Ethics Committee (GNREC)

Member	Role	Meetings eligible	Meetings attended
Prof. Enase Okonedo FCA	Chairperson	7	7
Mr. Simon Dornoo	Member	7	7
Mr. Deepak Malik	Member	7	7
Dr. Aasim Qureshi	Member	7	7
Dr. Catherine Ngahu (retired June 2025)	Member	4	4

The GNREC met seven times in 2025. Key responsibilities include: formulating and reviewing Group policies and governance standards; managing relationships between ETI and subsidiaries and shareholders; evaluating Director and senior management performance; directing the nomination and appointment of Board and subsidiary Board members; determining remuneration policy for Non-Executive Directors, the Chairman, the CEO and senior executives; and overseeing the Group's approach to diversity and inclusion, culture, values, ethical conduct, and anti-corruption compliance.

During 2025, the Committee exercised oversight over the nomination process for Non-Executive Directors and subsidiary Chairpersons, led the search and onboarding of a new ETI Director, and exercised oversight of remuneration policies.

Audit, Internal Control and Compliance Committee (AICC)

Member	Role	Meetings eligible	Meetings attended
Mr. Simon Dornoo	Chairman	6	6
Mr. Louis Adande	Member	6	6
Dr. Terence Sibiya (retired Dec 2025)	Member	6	6
Ms. Esther Chibesa (joined June 2025)	Member	4	4
Dr. Catherine Ngahu (retired June 2025)	Member	2	2

The AICC met six times in 2025. Key responsibilities include: reviewing internal controls and financial and business controls; reviewing the internal audit function and audit activities; making proposals regarding external auditors and their remuneration; working with external auditors to review annual financial statements; and ensuring compliance with all applicable laws, regulations and operating standards. All members have relevant business knowledge and familiarity with accounting practices and concepts.

During 2025, the Committee reviewed and recommended for approval: the Revised Group Internal Audit and Management Services framework; the Ecobank Group Sanctions Policy; the 2025 Audit Plan External Auditor Policy; the 2026 Compliance Activity and Monitoring Plan; and the Financial Crime Risk Management Framework.

GRI disclosures: GRI 2-9, 2-12, 2-13

BOARD COMMITTEES

Finance, Risk and Credit Committee (FRCC)

Member	Role	Meetings eligible	Meetings attended
Mrs. Aichatou Agne Pouye	Chairperson	4	4
Mr. Brian Kennedy	Member	4	4
Prof. Enase Okonedo FCA	Member	4	4
Mr. David O'Sullivan	Member	4	4

The FRCC met four times in 2025. Key responsibilities include: determining policies and procedures for credit, operational, market and other risk approvals; setting and reviewing credit approval limits; reviewing operational and credit policy changes; ensuring compliance with credit policies and statutory requirements; reviewing all risk categories including technology, market, insurance, reputation and regulatory risk; and overseeing finance strategies, capital, liquidity and financial performance.

During 2025, the Committee reviewed and recommended for approval: the updated Ecobank Group Recovery Plan; the revised Group Risk Appetite Framework; the Group 2025 Enterprise Risk Map; the revised Operational Risk Management Policy; and various fund-raising initiatives including the Group's sustainable finance programme.

Remuneration, Sustainability and Technology Committee (RSTC)

Member	Role	Meetings eligible	Meetings attended
Mr. Louis Adande	Chairperson	4	4
Mrs. Aichatou Agne Pouye	Member	4	4
Dr. George Donkor	Member	4	4
Ms. Esther Chibesa (joined June 2025)	Member	2	2

The RSTC met four times in 2025. The Committee has an explicit sustainability oversight mandate – it reviews Ecobank's sustainable business priorities and assures that the Group has policies in place to respond to issues arising from external environmental, social and reputational factors. This makes it the primary Board-level oversight body for sustainability, alongside the GNREC's oversight of culture and ethics.

Key responsibilities include: aligning IT systems with Group strategy; overseeing maintenance of adequate technology systems; approving and monitoring strategic IT development programmes; reviewing Ecobank's brand positioning and reputational risk management; and reviewing the Group's sustainability policies and position statements.

During 2025, the Committee recommended for approval revised Ecobank Group Sustainability Policies and Position Statements, alongside various technology and brand initiatives.

SUSTAINABILITY GOVERNANCE

Ecobank's sustainability governance operates at three levels: Board oversight, Group Executive accountability, and operational management by Group Sustainability and ESRM.

Level	Body/Function	Sustainability Role
Board	Remuneration, Sustainability and Technology Committee (RSTC)	Reviews and approves sustainability policies and position statements; oversees reputational risk associated with sustainability matters; reviews sustainable business priorities annually, provides oversight over Sustainability, ESRM and Climate related risks
Board	Governance, Nomination, Remuneration and Ethics Committee (GNREC)	Oversees culture, values and ethical conduct; oversees D&I strategy; ensures remuneration mechanisms (STIP redesign 2025)
Board	Finance, Risk and Credit Committee (FRCC)	Oversees financial risk, credit risk and other risk related areas
Executive	Group Co-Group Chief Risk Officers	Oversight over Sustainability, ESRM and Climate related risks
Executive	Group Head of Sustainability and ESRM Officer	Oversight over Sustainability, ESRM and Climate related risks across the banks pan African network
Operational	Group Sustainability and ESRM team	Day-to-day management of ESRA screening, climate risk, sustainability reporting, policy development and stakeholder engagement
Operational	Country E&S Officers/Credit (34 markets)	First-line ESRA screening; transaction-level E&S risk management compliance at affiliate level

GRI disclosures: GRI 2-12, 2-13, 2-14

EXECUTIVE GOVERNANCE

Group Executive Committee

As of 31 December 2025, the Group Executive Committee (GEC) comprised the following members, who are collectively responsible for the day-to-day management of the Group in accordance with strategies and policies approved by the Board:

Business Leaders Conference

The Business Leaders Conference is a collegial meeting of all subsidiaries' Managing Directors and Group Functional Heads. It is the primary coordinating body for Group cohesion and the actualisation of Group strategy – a consultative, not decision-making, body. Its role includes sharing best practice across the Group, initiating integration policies, harmonising procedures and monitoring compliance with Group operational standards.

Role	Incumbent
Group Chief Executive Officer	Mr. Jeremy Awori
Group Chief Financial Officer	Mr. Ayo Adepoju
Group Executive, Commercial and Consumer Banking	Mr. Anup Suri
Group Executive, Corporate and Investment Banking	Mr. Michael Larbie
Regional Executive, Anglophone West Africa	Mrs. Abena Osei-Poku
Regional Executive, Central, Eastern and Southern Africa	Mrs Josephine Anan-Ankomah
Regional Executive, Nigeria	Mr. Mobolaji Lawal
Regional Executive, Union Monétaire Ouest Africaine	Mr. Paul-Harry Aithnard
Group Executive, Internal Audit and Management Services	Mr. Thierry Mbimi
Group Executive, Human Resources	Mr. Simon Rey
Group Executive, Technology and Innovation	Mr. Abdoul-Aziz Faye
Group General Counsel and Company Secretary	Mr. Madibinet Cisse
Chief Compliance Officer	Mr. Divine Fola
Group Executive, Transformation, Enablement and Customer Experience	Mr. Martin Miruka
Co-Head Group Executive, Risk Management/ Chief Risk Officer	Mr. Ademola Awokoya Mr. Pankaj Talwar

GRI disclosures: GRI 2-9, 2-16

REMUNERATION

Non-Executive Director remuneration

The remuneration policy for Non-Executive Directors is embedded in the Group Corporate Governance Charter. Compensation is designed to attract and retain professional and experienced individuals capable of fulfilling the onerous responsibilities that modern corporate governance regulations impose. The policy does not reward meeting attendance via per diem payments – rather, it reflects the responsibility, dedication and challenges inherent in the position.

Non-Executive Directors receive fixed fees for Board membership plus attendance fees for Board and Committee meetings. Non-Executive Directors receive neither short-term nor long-term performance incentives. External consultants undertake periodic remuneration benchmarking surveys; findings are reviewed by the Board and, if required, submitted for shareholder approval at the AGM.

	Name	Directors Fees US$	Sitting Allowance US$	Other Benefits US$	Total US$
1.	**Mr. Papa Madiaw Ndiaye**	150,000	10,000	15,000	175,000
2.	**Mr. Louis Adande**	100,000	15,000	15,000	130,000
3.	**Mrs. Aichatou Agne**	100,000	15,000	15,000	130,000
4.	**Dr. George Donkor**	100,000	9,000	15,000	124,000
5.	**Mr. Simon Dornoo**	100,000	15,750	15,000	130,750
6.	**Ms. Esther Chibesa**	59,066	5,250	8,919	73,234
7.	**Mr. Brian Kennedy**	100,000	10,500	15,000	125,500
8.	**Mr. Deepak Malik**	100,000	12,750	15,000	127,750
9.	**Ms. Zanele Monnakgotla**	100,000	9,750	15,000	124,750
10.	**Dr. Catherine Ngahu**	100,000	12,750	15,000	127,750
11.	**Prof. Enase Okonedo**	100,000	17,250	15,000	132,250
12.	**Mr. David O'Sullivan**	100,000	10,500	15,000	125,500
13.	**Dr. Aasim Qureshi**	100,000	13,500	15,000	128,500
14.	**Dr. Terrence Sibiya**	100,000	10,500	15,000	125,500
	Total	**1,409,066**	**167,500**	**203,919**	**1,780,484**

GRI disclosures: GRI 201-2, 2-19, 2-20, 2-21

REMUNERATION

Executive remuneration

Executive management remuneration comprises fixed and variable pay. Fixed remuneration is benchmarked against the market to attract and retain talent, with salary increases influenced by pre-agreed performance metrics. Variable remuneration rewards the achievement of annual financial and non-financial objectives key to the delivery of the Group's short-term and long-term strategy.

In 2025, Ecobank redesigned its Short-Term Incentive Plan (STIP) to introduce RAROC (Risk-Adjusted Return on Capital) as a performance metric, receiving Board approval. This represents the first fully standardised pay-for-performance framework in the Group's history and directly links executive remuneration to sustainable, risk-adjusted value creation. Project Compa – a comprehensive compensation benchmarking exercise – was also launched in 2025, with outputs to inform the 2026 remuneration strategy and gender pay disclosure.

Defined benefit plan obligations

Ecobank provides retirement and pension benefits to employees across its operating network. The nature and funding status of these arrangements varies by jurisdiction, reflecting the diverse regulatory environments in which the Group operates.

GRI disclosures: GRI 201-2, 2-19, 2-20, 2-21

ETHICS, ANTI-CORRUPTION AND CONDUCT

Code of Conduct

Ecobank maintains a Code of Conduct for all Directors of the Group. The Code requires Directors to act in the best interests of the Group as a whole, taking account of the interests of shareholders, employees and creditors. The Code prohibits Directors from placing themselves in positions where personal interest conflicts with their duties to the Group, and from entering into contracts on behalf of the Group in which they may have material interests without prior Board approval. There were no breaches of the Directors' Code of Conduct in 2025.

A separate Code of Conduct applies to all employees across the 34-country network. The GNREC oversees compliance with the Group's ethical conduct policies, covering discovery and investigation procedures, conflicts of interest, financial crimes, transparent accounting, fraud and bribery, responsible selling and marketing.

Whistleblowing

Ecobank has implemented a Whistleblowing Policy and a secure whistleblowing portal operated by an independent third-party provider, entirely separate from Ecobank's internal IT systems. The portal allows staff to report concerns anonymously and confidentially. Staff can report – without limitation – on theft, fraud, bribery or other forms of dishonesty; harassment or discrimination; accounting or financial irregularities; on-the-job drug or alcohol abuse; violence or threatening behaviour; and violations of laws, regulations, policies or procedures.

Cases reported through the portal are managed by the Compliance Unit and investigated by the Internal Audit Unit. The Board is informed of all cases and the progress made towards their resolution.

Dispute resolution

A Dispute Resolution Policy is embedded in the Corporate Governance Charter. It sets out the Board's procedures for resolving disputes between Board members. The GNREC is the designated resolution body; where a dispute involves a GNREC member, the Committee Chairman designates impartial Board members to intervene. No disputes arose between Board members in 2025.

Insider Trading and Related Party Policy

The Group maintains a Code of Practice for insider dealing. All insiders – Directors and relevant staff – are required to seek approval from the Group Chief Compliance Officer prior to any purchase or disposal of ETI shares, or from the relevant subsidiary Compliance Officer for subsidiary shares. Insiders must disclose the nature of the securities, amount and transaction type, and confirm the absence of any inside information. During 2025, all insider transactions were disclosed in line with applicable regulations.

GRI disclosures: GRI 2-15, 2-23, 2-26, 2-27, 205-1,205-2, 205-3

APPROACH TO TAX

Ecobank pays taxes in every jurisdiction in which it operates and does not use artificial structures to shift profits to low-tax jurisdictions. The Group complies with applicable tax laws across all its operating markets and engages constructively with tax authorities in each jurisdiction. Ecobank's approach to tax is governed by its Group Tax Policy, which is aligned to the OECD Guidelines for Multinational Enterprises.

Please refer to the 2025 Annual Report for a complete section on tax.

GRI disclosures: GRI 207-1

SHAREHOLDER ENGAGEMENT AND TRANSPARENCY

Ecobank recognises the fundamental right of shareholders to access timely, accurate and relevant information. The Annual General Meeting is a key forum for information sharing and decision-making, reflecting the Group's commitment to inclusive governance and active shareholder participation. Each year, the Board presents complete financial and management reports at the AGM, enabling shareholders to form balanced views and provide feedback.

Ongoing dialogue with shareholders is maintained through multiple channels: direct engagement with the Investor Relations Unit and the Company Secretary; regular financial and operational reporting through the Annual Report and interim results; and open access for shareholders to share views, raise concerns and submit recommendations via www.ecobank.com. The Board convenes biannually with subsidiary Board chairpersons to review strategic direction and performance – reinforcing cross-border collaboration and institutional cohesion.

Shareholder engagement metric	2025
AGM held	Yes – May 2025, Lomé
Board meetings held	7
Subsidiary chairman biannual meeting held	Yes
Investor Relations engagements	3
Material regulatory non-compliances (GRI 2-27)	Nil
Significant fines or sanctions	ETI incurred penalties of N1,300,000 ($903) and N10,850,000 ($7,535) to the Nigeria Exchange Group (NGX) and the Securities and Exchange Commission (SEC), respectively, for the late submission of its unaudited and audited financial statements for the fiscal year ending on 31 December 2025 (For more information refer to page 263 of the 2025 Ecobank Group Annual Report).

GRI disclosures: GRI 2-22, 2-27



Stakeholder Advocacy

STAKEHOLDER ADVOCACY

Corporate governance at Ecobank addresses the structures, processes, and behaviours through which the bank is directed, controlled, and held accountable – at Group level and across all 34 subsidiaries. It ensures that sustainability is not a standalone commitment but an integral part of how decisions are made, risks are overseen, and performance is reviewed.

For a pan-African institution operating across 34 markets, advocacy is not a peripheral activity. It is a strategic function. Ecobank's scale – its presence across more African countries than any other bank – gives it a unique vantage point and a corresponding responsibility to contribute to the development of the regulatory, policy and market frameworks that will determine whether Africa can finance its own sustainable development transition.

The material topics covered in this pillar – regulatory engagement, industry memberships, policy advocacy, international partnerships and stakeholder dialogue – were identified through Ecobank's double materiality assessment. They are reported in alignment with GRI Standards 2-28, 2-29 and 2-30 and contribute to SDG 10 (Reduced Inequalities), SDG 13 (Climate Action) and SDG 17 (Partnerships for the Goals).



Ecobank's advocacy work reflects our conviction that the transition to sustainable finance in Africa will not happen by market forces alone. It requires active development of policy frameworks, reporting standards, and institutional partnerships that match the scale and complexity of the continent. Through our memberships, regulatory engagement and participation in international bodies, we work to ensure that Africa's voice is heard – and at the table when the rules are being written.

Rachael Antwi
Group Head of Sustainability & ESRM

GRI disclosures: GRI 2-12, 2-22, 2-25, 2-26, 2-28, 2-29, 2-30

REGULATORY ENGAGEMENT

Ecobank engages actively with banking regulators, central banks and financial supervisory authorities across its 34 operating markets.

The Group maintains direct relationships with each affiliate's host-country regulator, and at Group level engages with the regional regulatory bodies that shape the operating environment for pan-African banking – including the Economic Community of West African States (ECOWAS) financial sector authorities, the East African Community financial integration mechanisms, and the Central African Economic and Monetary Community (CEMAC) supervisory framework.

At the international level, Ecobank engages with the Basel Committee on Banking Supervision standards as transposed into national and regional regulation, and contributes to the consultation processes of international standard-setters on matters affecting African financial institutions – including climate risk disclosure, sustainable finance taxonomies and the application of IFRS S1 and S2 in emerging market contexts.

Sustainable finance regulatory frameworks

Ecobank operates within a growing number of national and regional sustainable finance regulatory frameworks. These frameworks – including the Nigerian Sustainable Banking Principles, the Ghana Sustainable Banking Principles, the Kenya Banking Sector Charter and the Tanzania ESRM Guidelines – establish mandatory or voluntary standards for environmental and social risk management, climate disclosure and sustainable lending that Ecobank applies across its operating affiliates.

Regulatory Framework	Market	Status	Ecobank Application
Nigerian Sustainable Banking Principles	Nigeria	Applied	ESRM compliance, annual sector reporting
Ghana Sustainable Banking Principles	Ghana	Applied	ESRM compliance, BOG ESG disclosure
Ghana Stock Exchange ESG Disclosure Guidelines	Ghana	Applied	Annual ESG disclosure – Ecobank Ghana listed
Kenya Banking Sector Charter on Climate	Kenya	Applied	Climate risk integration per CBK guidance
Tanzania ESRM Guidelines	Tanzania	Applied	Environmental and social risk management
ECOWAS Regional Financial Integration	West Africa	Engaged	Sustainable finance advocacy through ICMA WARC
IFRS S1/S2	Group-wide	In progress	Standalone Climate Disclosure Report – The Harambee Way

INDUSTRY MEMBERSHIPS AND PARTNERSHIPS

Ecobank holds membership in a range of international and regional industry bodies that shape the standards, norms and frameworks governing sustainable finance.

These memberships reflect the Group's commitment to contributing to the development of the field – not merely complying with it – and to ensuring that African perspectives and operating contexts are represented in global standard-setting processes.

Organisation/Framework	Membership type	Ecobank role	Key contribution
UN Global Compact (UNGC)	Signatory	Annual Communication on Progress	SDG alignment; human rights; anti-corruption
UN Environment Programme Finance Initiative (UNEP FI)	Signatory – Principles for Responsible Banking	PRB Self-Assessment annually reported	Responsible banking alignment; impact analysis
International Capital Market Association (ICMA)	Member	Regional Deputy Chair – West Africa (Rachael Antwi)	Sustainable finance standards; capacity building in West Africa
Equator Principles Association	Signatory – EP4	Annual EP reporting submission	Project finance E&S standards
African Natural Capital Alliance (ANCA)	Founding Member	Active participation in working groups	Africa-specific nature finance frameworks; TNFD alignment
Partnership for Carbon Accounting Financials (PCAF)	Member – In progress	Financed emissions disclosure	PCAF methodology applied to lending portfolio
Science Based Targets initiative (SBTi)	Committed	Operational targets submission – 2027	Net zero pathway alignment
Sustainable Banking and Finance Network (SBFN)/IFC	Member	Country-level engagement	Sustainable finance capacity building

ICMA AND SUSTAINABLE DEBT MARKETS

Ecobank's Group Head of Sustainability and ESRM serves as ICMA Regional Deputy Chair for West Africa – a role that positions the Group at the centre of sustainable debt market development across the region.

Through this role, Ecobank contributes to the development of ICMA's Green Bond Principles, Social Bond Principles and Sustainability-Linked Bond Principles as they apply to African issuers and investors, and participates in ICMA's capacity building and market development activities across West Africa.

Ecobank's ICMA engagement – 2025

ICMA Regional Deputy Chair for West Africa – Rachael Akosua Otwiwa Antwi, Group Head of Sustainability and ESRM
Participation in ICMA Sustainable Finance Week and regional working groups
Contribution to ICMA guidance on sustainable finance in emerging markets and African contexts
Sustainable Debt Awards – judging panel participation
Capacity building with West African issuers and investors on ICMA Principles alignment
Ecobank Côte d'Ivoire's Ellever Gender Bond – March 2025 – first gender bond in West Africa, ICMA-aligned

POLICY ADVOCACY

Ecobank advocates for policy and regulatory environments that support the growth of sustainable finance in Africa.

The Group's advocacy positions are informed by its operational experience across 34 markets – the practical realities of extending climate-aligned lending in economies where physical climate risk is severe, transition timelines are constrained by energy access challenges, and regulatory capacity varies significantly by jurisdiction.

Ecobank's core advocacy positions include: the need for Africa-specific sustainable finance taxonomies that reflect the continent's development context; the importance of concessional capital in de-risking sustainable finance at scale; the case for just transition frameworks that do not penalise African economies for their late industrialization; and the need to close the data gap that limits nature and climate risk disclosure across African financial institutions.

Ecobank's advocacy priorities – 2025/2026

Africa-specific sustainable finance taxonomy – advocating for regional taxonomies through ICMA WARC and UNEP FI
IFRS S1/S2 implementation support for African regulators and financial institutions
TNFD adoption in Africa – contributing to Africa-specific nature risk frameworks through ANCA
Just transition – ensuring African perspectives are represented in global net zero transition frameworks
Closing the data gap – PCAF financed emissions methodology; CERO physical risk platform

CONFERENCES AND INDUSTRY FORUMS

Ecobank actively participates in international and regional conferences and industry forums to contribute to knowledge sharing, represent the African banking perspective and stay at the forefront of developments in sustainable finance, climate risk and ESG reporting.

These engagements complement the Group's formal memberships and DFI partnerships – extending Ecobank's advocacy reach and reinforcing its position as a thought leader in sustainable finance across Africa.

Participation in these forums ensures that Ecobank's operational experience – managing environmental, social and climate risk across 34 African markets – informs the global conversations that shape sustainable finance standards and practice. The Group is committed to continuing and deepening this external engagement in 2026.

Conference/Forum	Location	Year	Ecobank contribution
UNEP FI Global Roundtable	Morocco	2025	Represented Ecobank Group; contributed to Principles for Responsible Banking working sessions
IFC Sustainable Finance Conference	South Africa	2025	Represented Ecobank Group; sustainable finance in Africa; financial inclusion and climate
Proparco Climate Conference	Paris, France	2025	Represented Ecobank Group; climate risk management; PCAF financed emissions partnership



Our Communities

HEALTH AS AN ENGINE OF ECONOMIC PROSPERITY

Every dollar invested in health creates a multiplier effect – on education, employment, productivity and the continent's prosperity.

In 2025, the Ecobank Foundation made a decisive shift from donor to architect – moving beyond project funding to lead the design of multisectoral partnerships that drive systemic change in African health systems.

Championing Health at the Heart of Growth

At the Choiseul Africa Business Forum in Rabat, the Foundation championed a new economic paradigm: that health is not a social obligation peripheral to growth, but a prerequisite for it. The argument is evidence-based – healthier populations are more productive, better educated and more economically active. By repositioning health investment as a driver of GDP rather than a charge on it, the Foundation is reframing how African business leaders, governments and development finance institutions allocate capital.

Nutrition: The Foundation of Human Capital

Nowhere is this more visible than in the Foundation's sustained commitment to nutrition – a cause it has pursued with increasing ambition and scale over four consecutive years:

- 2021–2022: The Make the Connection campaign reached 5 million people, building awareness of the critical importance of the first 1,000 days of a child's life.
- 2023: In partnership with the World Food Programme in Guinea, the Foundation provided daily nutritious school meals to 600 children throughout the academic year.
- 2024: The Nourish to Flourish webinar mobilized 800 Ecobank employees, with 97% committing to improved nutritional standards in their communities.
- 2025: Through the Muskoka Fund, the Foundation scaled Patate Inov – an innovative infant compote that simultaneously improves child nutrition and reduces agricultural waste through the use of sweet potatoes and moringa. A local solution addressing multiple development challenges at once.



HEALTH AS AN ENGINE OF ECONOMIC PROSPERITY

Building Vital Health Infrastructure

The Foundation's health agenda extends from nutrition to critical medical infrastructure. In partnership with the UNDP and the Ministry of Health and Public Hygiene of Togo, the Foundation is co-financing the construction of a state-of-the-art Nephrology and Haemodialysis department at Kara University Hospital. This facility addresses a stark gap in renal care in northern Togo, eliminating the need for patients to travel more than 400 kilometres for life-saving dialysis treatment – a tangible, lasting intervention that will serve patients for generations.

Strategic Philanthropy at Scale

At AidEx 2025, the Foundation articulated a vision for African corporate philanthropy that is gaining international recognition. African philanthropy is no longer an emerging story – it is a mature and growing force, with a record number of African billionaires and over 65% of regional nonprofits now funded directly by Africans or the diaspora. African corporate foundations occupy a uniquely powerful position: they combine the trust of deep community roots with the coordination capacity and balance sheet reach of large institutions. Leveraged strategically, they represent one of the continent's most powerful tools for agile, credible humanitarian response and long-term resilience building.



INCLUSIVE EDUCATION AND THE DIGITAL GENERATION

In 2025, the Ecobank Foundation concluded its three-year Transforming Africa Through Education campaign – and the results exceeded every target set at the outset.

The campaign set out to establish 40 IT laboratories and train 40,000 young people across Africa. By the time it closed, the Foundation had established 66 laboratories and trained 46,414 children and young people – surpassing both targets by a significant margin. These are not abstract numbers. They represent young Africans equipped with the skills, confidence and connectivity to participate fully in a digital economy.

2025: Inclusion as the Defining Frontier

Each year of the campaign addressed a different dimension of digital empowerment. 2023 built foundational digital skills. 2024 explored artificial intelligence and its transformative potential. 2025 turned to the most important – and most overlooked – frontier: ensuring that children with disabilities are not left behind in the digital transition.

In Lomé, in partnership with Compassion International and the Polytechnic School of the University of Lomé, the Foundation donated 35 laptops, 10 digital tablets and two projectors to modernize learning environments. Alongside technical workshops, the Foundation created spaces where children could engage with modern digital tools alongside inclusive activities – Cécifoot (blind football), Goalball and traditional African board games – combining skills development with the dignity of full participation.

The 13th edition of Ecobank Day brought this vision to life across the Group's network. It was a fitting conclusion to a campaign that has genuinely expanded the boundaries of who gets access to quality digital education in Africa.

International Women's Day 2025

In partnership with UN Women, the Foundation convened Your Money, Your Power: Financial Freedom for African Women – a webinar that centred the conversation on eliminating the digital and financial barriers facing women entrepreneurs. Financial autonomy was the throughline: the recognition that empowerment without economic independence is incomplete.



INCLUSIVE EDUCATION AND THE DIGITAL GENERATION

16 Days of Activism: Standing Against Digital Violence

The digital revolution has created new freedoms – and new dangers. Under the theme UNiTE to End Digital Violence, the Foundation's 2025 campaign addressed the rise of online harassment and cyber-stalking as a specific and growing threat to women's participation in economic and public life. Building on three years of partnership with UN Women, the campaign engaged nearly 2,000 participants across the pan-African network. Ecobank staff wore orange in solidarity – a visible, continent-wide statement that safety from violence, including in digital spaces, is non-negotiable.

At the West Africa Regional Conference, Dakar

The Foundation reaffirmed its commitment to applying a gender-equality lens across every programme it funds and every partnership it enters – not as a compliance exercise, but as a strategic imperative. Alongside external programming, the Foundation advanced internal gender equity, diversity and inclusion through Group-wide capability building, structured dialogues and learning sessions engaging Ecobank's 15,000+ strong workforce.



LOOKING AHEAD: AN INTEGRATED PLATFORM FOR IMPACT

The expansion of the Foundation's mandate to encompass the Group's Diversity and Inclusion function is not administrative – it is strategic.

It reflects a recognition that the work of creating a more equitable Africa cannot be separated from the work of building a more equitable institution. Social impact and inclusive culture are two sides of the same commitment.

This integrated platform positions the Foundation to do three things with greater effectiveness: shape Group-wide impact through policy and programme alignment; mobilise strategic partnerships with the reach and credibility that Ecobank's pan-African network uniquely enables; and scale outcomes – not replicating small pilots, but building systems that endure.

In 2026 and beyond, the Foundation will deepen its health systems partnerships, extend the reach of digital education, continue to close the gender financing gap, and build the institutional architecture for long-term, measurable social change. The ambition is proportionate to the moment – and to Africa's potential.





APPENDICES

ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

Reporting & Self-Assessment 2025

A signatory's report on the implementation of the UNEP FI Principles for Responsible Banking

Climate and nature addressed as dual priority impact areas

Reporting period: 1 January – 31 December 2025 • Scope: ETI and consolidated subsidiaries • 38 countries globally (34 African markets)

Contents

1. **Reporting context and scope**
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ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

1. Reporting context and scope

Ecobank Transnational Incorporated (ETI, "the Group" or "Ecobank") is a signatory to the UNEP FI Principles for Responsible Banking (PRB). As a leading pan-African banking group operating across 38 countries globally (34 African markets), Ecobank is a pan African bank serving clients across all sectors of the economy, through Corporate and Investment Banking, Commercial and Consumer Banking.

This report sets out how Ecobank is implementing the six Principles. It is prepared as part of the Group's wider sustainability disclosure suite, which comprises the Sustainability Report 2025, the GRI Content Index, the IFRS S1 and S2 disclosures, and the forthcoming Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming). Where information is provided elsewhere in this suite, this report signposts to it rather than duplicating it, consistent with the PRB reporting approach.

The four PRB priority impact areas — climate, nature, human rights, and healthy and inclusive economies — frame this report. Reflecting the Group's strategy and the structure of its forthcoming Harambee Way report, climate and nature are addressed as dual, equally-weighted priority impact areas throughout.

Reporting period: 1 January – 31 December 2025.
Consolidation scope: ETI and its consolidated subsidiaries

Ecobank's business and strategic priorities evolve over time, as do the data, tools and methodologies used to assess its impacts. Consequently, the Group's impact analysis may change from one reporting cycle to the next — reflecting refinements in available data, improvements in analytical tools, and shifts in the nature and priorities of the bank's business. The Group will continue to update its impact analysis periodically, and any material changes relative to prior periods will be explained in the relevant disclosure.

2. Principle 1 — Alignment

Ecobank's strategy embeds sustainability and responsible finance across its pan-African footprint. Sustainability, sustainable finance, environmental and social risk management (ESRM), and climate and nature risk are integrated into the Group's strategy and risk-management frameworks and overseen at Board level.

The Group aligns its activities with the UN Sustainable Development Goals and the Paris Agreement, and with relevant African and national frameworks across its markets. As responsible-banking practice, Ecobank voluntarily applies a range of recognised international standards, including the IFC Performance Standards, the Equator Principles, the UN Global Compact, UNEP FI, the PRB, the EDFI standards, the GRI Standards, the recommendations now carried forward into IFRS S1/S2 (succeeding the TCFD), and the PCAF Global GHG Accounting and Reporting Standard.

Climate and nature are positioned as dual strategic priorities. The Group's climate ambition and its nature/biodiversity approach (developed with reference to the TNFD) are set out in summary below and in full in the forthcoming Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming).

Just and inclusive transition Ecobank explicitly adopts the principle of a just and inclusive transition. As a pan-African bank operating in markets where energy access, livelihoods and development needs remain pressing, the Group holds that decarbonisation must be pursued in a way that protects jobs, supports affected workers and communities, maintains energy access and advances financial inclusion — rather than withdrawing finance abruptly in ways that would deepen inequality. This principle underpins the Group's phased net-zero horizon (see Principle 2) and connects its climate ambition directly to its inclusion agenda (see Principle 3).

Contribution to the SDGs The Group's priority impact areas map to specific Sustainable Development Goals: climate to SDG 13 (Climate Action) and SDG 7 (Affordable and Clean Energy); nature to SDG 15 (Life on Land), SDG 14 (Life Below Water) and SDG 6 (Clean Water); and healthy and inclusive economies to SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure) and SDG 10 (Reduced Inequalities). A just and inclusive transition links these, consistent with SDG 17 (Partnerships).

"We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Agreement and relevant national and regional frameworks."

ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

3. Principle 2 — Impact & Target Setting

3.1 Impact analysis

Scope. The impact analysis (using the bank's internal proprietary tool) covers Ecobank's consolidated lending and banking activities across its 38-country footprint (34 African markets), spanning its key customer-facing segments — Corporate and Investment Banking, Consumer and Commercial Banking. The Group's gross loan book stood at US$12.8bn at end-2025. As a pan-African bank, the analysis considered exposures across all key economic sectors and across the consumer, SME, corporate and public-sector client base.

Methodology. The Group's impact identification draws on the four dimensions set out in the UNEP FI impact-analysis approach — scope, scale of exposure, portfolio composition, and country/contextual need — supported by sector- and geography-level analysis of the loan book. For climate, this was reinforced by a quantitative PCAF-based financed-emissions estimation of the corporate & commercial portfolio (FY2023), which mapped exposures to sectors and geographies and identified emission concentrations. For nature, the Group assessed portfolio dependencies and impacts with reference to the TNFD LEAP approach (Locate, Evaluate, Assess, Prepare). Context was informed by the development and climate-vulnerability profiles of the Group's markets and by relevant national frameworks (NDCs and national development plans).

Most significant impact areas. On this basis, the Group identified its most significant impact areas as: (i) climate change mitigation and adaptation; (ii) nature and biodiversity; and (iii) healthy and inclusive economies (financial inclusion and inclusive growth). Human rights are addressed as a cross-cutting consideration through the Group's ESRM and human-rights commitments. These align with the four PRB priority areas (climate, nature, human rights, inclusive economies).

Key findings. The climate analysis confirmed that financed-emissions impact is concentrated in carbon-intensive sectors (principally oil & gas and mining) and in a small number of geographies, while the bulk of the loan book sits in lower-intensity sectors. The nature analysis identified agriculture, extractives and infrastructure exposures as the primary loci of nature-related dependencies and impacts. On the positive side, the analysis confirmed the Group's most significant positive-impact opportunity lies in financial inclusion and inclusive lending across its markets — consistent with the development context of its geographic footprint. Detailed quantified findings for climate and nature are presented in the forthcoming Harambee Way Climate & Nature Disclosure Report 2025.

Climate and nature impact analysis is complete. For climate, the Group completed an initial PCAF-based financed-emissions estimation of its corporate & commercial portfolio (FY2023) to identify emission hotspots; this confirmed concentrations in carbon-intensive sectors (principally oil & gas and mining) and in specific geographies. For nature, the Group has assessed its portfolio's nature-related dependencies and impacts with reference to the TNFD. The detailed findings for both are presented in the forthcoming Harambee Way Climate & Nature Disclosure Report 2025.

"We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts."

A quantitative PCAF-based financed-emissions assessment of the corporate & commercial portfolio has been completed. The quantitative results – baseline, methodology and coverage – are disclosed in full in the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming). The screening summarised here informs internal hotspot identification and is consistent with those figures.

Ecobank's impact analysis reflects the nature of its business, and the bank keeps refining its assessments as more data is obtained

ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

3.2 Targets

Reflecting the impact analysis, the Group has set the following climate ambition and is finalising the detailed, validated pathways that sit beneath it:

Climate — net zero (dual horizon)

- **Net zero by 2040 — own operations** (Scope 1 and Scope 2).
- **Net zero by 2060 — Group-wide, including financed emissions** (Scope 3, Category 15).
- Both aligned to the Paris Agreement 1.5°C pathway, with the operational decarbonisation horizon set ahead of the portfolio horizon. This phasing reflects both the Group's greater direct control over its own footprint than over client-driven financed emissions, and its commitment to a just and inclusive transition — a realistic portfolio horizon that allows clients, sectors and economies across its markets to transition without abrupt withdrawal of finance that would harm livelihoods, energy access and development.

The Group's approach to operational target-setting is informed by the SBTi Corporate Standard and SBTi Financial Institutions guidance. The detailed baseline year, interim reduction trajectory and sector pathways are being finalised, with the operational baseline and trajectory targeted for 2027 and submission to the SBTi for validation by end-2027. Financed-emissions reduction targets will follow completion of a refined financed-emissions baseline.

Nature

Building on the completed nature impact analysis, the Group is developing nature- and biodiversity-related targets and management responses, integrated with its climate pathway given the interdependence of the two agendas. Detail is provided in the forthcoming Harambee Way Climate & Nature Disclosure Report 2025.

Healthy and inclusive economies

The Group pursues financial inclusion and inclusive growth as a core positive-impact area through its inclusive-finance, gender-finance and digital propositions (see Principle 3). The Group also maintains a sustainable-finance commitment supporting climate-, nature- and inclusion-aligned activities.

Quantified interim percentages, baselines and sustainable-finance/inclusion volumes are being finalised and will be published in the Sustainability Report and the forthcoming Harambee Way report; figures are not stated here where not yet validated.

3.3 Due diligence and managing negative impacts

Negative impacts and risks are managed through the Group's ESRM system, which screens transactions against the Group's Exclusion List (including a prohibition on coal financing) and applies category-based environmental and social due diligence, with outcomes feeding into credit decision-making. This is the Group's principal mechanism for reducing negative impacts across all sectors it finances (see also Principle 5).

4. Principle 3 — Clients & Customers

"We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations."

Ecobank is a pan-African bank serving clients across every sector of the economy through three customer-facing segments — Corporate and Investment Banking (CIB), Consumer and Commercial Banking (CCB), spanning High Value and Emerging Affluent & Mass individuals, SMEs, Local Corporates and the Education, Faith & Social Services segment; and Payments & Fintech. The Group serves clients through bank branches, ATMs, digital (mobile and online) and agency-banking networks. This breadth means the Group's contribution to inclusive and sustainable economic activity runs through its core business across all sectors — not only through dedicated sustainable-finance products.

ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

The Group's approach under this Principle is to enable and empower clients — through products, advisory, access and engagement — rather than solely to screen them. Transaction screening is addressed as a risk-management mechanism under Principles 2 and 5. A just and inclusive transition shapes how the Group engages clients on sustainability: supporting their adaptation through dialogue and finance rather than abrupt withdrawal.

4.1 Inclusive by design: the core banking franchise

Inclusivity is built into the Group's mainstream products, not confined to a niche. In 2025 the Group's everyday-banking propositions were deliberately designed to widen access and deepen relationships across income levels and business sizes:

- **Salaried and mass-market customers** — an Employee Banking framework linking savings and lending to regular income, simplifying everyday banking and improving access to credit.
- **SMEs and Local Corporates** — loans, trade finance, cash-management and payment products delivered through digital and physical channels; expansion of risk-sharing partnerships in SMEs, agriculture and women-led businesses. Ecobank was recognised as Best Bank for SMEs in Africa (Euromoney 2025).
- **Farmers and agribusinesses** — specialised expertise, clearer lending standards and digital tools improving funding access to the agricultural sector across the Group's markets.
- **Education, faith and social-service institutions** — tailored banking and school-financing solutions helping these institutions serve their communities.

The Group's gross loan book grew 22% to US$12.8bn in 2025, supported in part by digitally enabled consumer lending — extending credit access at scale across the franchise.

4.2 Digital channels driving inclusion at scale

Digital and agency banking are the Group's primary engines of financial inclusion, extending access well beyond the physical branch network. In 2025 the Commercial franchise served 3.5 million active digital users and 1.5 million primary customers, with digital account opening expanded across more markets via web and mobile. The Group's payments platforms — Omniplus (corporate), Omnilite (commercial) and consumer digital banking — processed rapidly growing volumes, with consumer digital banking payment volume up 94% year on year, and an XpressPoint agency-banking network extending reach to communities beyond branch infrastructure.

Ecobank was recognised as Best Digital Bank in Africa (Euromoney 2025). Beyond access, the shift from physical to digital transactions also reduces the environmental footprint of banking activity — directly linking the inclusion and climate agendas.

4.3 Gender finance — Ellevate

The Group's Ellevate proposition supports women professionals, entrepreneurs and women-owned businesses, addressing the financing gap faced by women across African markets. In 2025 the refreshed Ellevate proposition delivered strong growth in savings and lending. Ellevate was recognised with the AFAWA "Bank of the Year" award (African Women in Finance / Access to Finance) at the 2025 African Banker Awards for its support of women-led enterprises.

4.4 Sustainable finance and client transition

Ecobank supports clients of all sectors in adopting more sustainable practices through its sustainable-finance products and advisory, building on its Sustainable Finance Framework (2021) and nature-related framework. As an economic intermediary, the Group engages clients to enable greener and more resilient business models and to finance activities aligned to climate, nature and inclusion outcomes. Consistent with a just and inclusive transition, the Group's primary tool is engagement — helping clients build transition capacity over a realistic horizon — rather than abrupt exit.

4.5 Mapping to the SDGs

The Group's client and customer activity contributes to the SDGs as follows: financial inclusion and inclusive lending to SDG 1 (No Poverty), SDG 8 (Decent Work & Economic Growth) and SDG 10 (Reduced Inequalities); gender finance to SDG 5 (Gender Equality); SME, agricultural and infrastructure lending to SDG 8, SDG 9 (Industry, Innovation & Infrastructure) and SDG 2 (Zero Hunger); digital access to SDG 9 and SDG 10; and sustainable finance to SDG 13 (Climate Action), SDG 7 (Affordable & Clean Energy) and SDG 15 (Life on Land).

Year-end figures cited are drawn from the Annual Report 2025 (segment and digital metrics). Specific sustainable-finance value and additional gender/SME volumes are disclosed in the Sustainability Report; figures not yet finalised for publication are not restated here.

ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

5. Principle 4 — Stakeholders

"We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals."

Ecobank engages a broad range of stakeholders across its footprint — clients and customers, employees, regulators and central banks, investors and development finance institutions, communities, and industry and policy bodies. Stakeholder engagement informs the Group's strategy, materiality assessment and impact analysis.

The Group participates actively in industry and market-development bodies relevant to sustainable finance, including the International Capital Market Association (ICMA) and the African Natural Capital Alliance (ANCA), and engages through UNEP FI and the UN Global Compact. These partnerships support the development of sustainable-finance markets and standards across Africa, including on the nature agenda. The Group's stakeholder-engagement approach and memberships are set out in the Sustainability Report.

6. Principle 5 — Governance & Culture

6.1 Governance

Board-level oversight of sustainability, climate and nature sits with Board Remuneration, Sustainability and Technology Committee (RSTC), which holds an explicit sustainability mandate and reviews these matters on a quarterly cycle, reporting to the full Board. Management responsibility is delegated through the two Group Co-Chief Risk Officers (Co-GCROs) to the Group Head of Sustainability & ESRM, who leads sustainability strategy, sustainable finance, climate and nature risk, and ESRM governance across the Group.

Sustainability is embedded in the Group's risk-management framework on a three-lines-of-defence basis: business teams and embedded ESRM officers (first line); Group Sustainability & ESRM together with the Co-GCROs (second line); and Internal Audit (third line). ESRM — the Group's environmental and social due-diligence system — sits within this framework as the mechanism through which sustainability risks are identified, assessed and managed in lending decisions across all sectors.

"We will implement our commitment to these Principles through effective governance and a culture of responsible banking."

6.2 Culture

A culture of responsible banking is supported by the Group's ethics framework, Code of Conduct, anti-bribery and anti-corruption programme, and confidential EthicsLine reporting channel. The Group's executive performance framework incorporates ESG-related measures where relevant, linking responsible-banking and the banks overall business strategy and other internal policies objectives to accountability at senior levels.

Annual Report; internal carbon pricing is not currently applied.

7. Principle 6 — Transparency & Accountability

"We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals."

Ecobank reports transparently on its sustainability performance through an integrated disclosure suite: the Sustainability Report 2025 (prepared with reference to the GRI Standards), the GRI Content Index, the IFRS S1 and S2 climate- and sustainability-related financial disclosures, the forthcoming Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming), and this PRB Reporting & Self-Assessment. Together these provide complementary, cross-referenced disclosure across the Group's material topics.

This report constitutes the Group's review of its implementation of the Principles for the period. As an early reporting cycle, the Group is transparent about areas where implementation and disclosure are still advancing — notably the finalisation of validated climate targets and the refinement of the financed-emissions baseline — and about its plan to obtain limited assurance within the required timeframe.

ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

8. Self-assessment summary

The following table summarises the Group's self-assessment of its implementation of each Principle for the 2025 reporting cycle.

#	Principle	Summary of Ecobank's approach	Self-assessment
1	Alignment	Strategy aligned to the SDGs, Paris Agreement and relevant African/national frameworks; recognised international standards voluntarily applied; climate and nature positioned as dual strategic priorities.	Implemented
2	Impact & Target Setting	Impact analysis complete, with climate, nature and inclusive economies identified as most significant impact areas. Net-zero ambition set: 2040 (own operations), 2060 (Group-wide incl. financed emissions). Validated pathways, baselines and interim targets being finalised (operational baseline/ trajectory targeted Q4 2026; SBTi submission by end-2027).	Impact analysis: complete. Targets: ambition set; validated pathways in progress.
3	Clients & Customers	Pan-African enabling clients across all sectors. Inclusivity built into the core franchise (Employee Banking, SME/agri/EFS, digitally enabled lending); financial inclusion via 3.5m active digital users and agency banking; Ellevate gender finance (AFAWA Bank of the Year 2025); sustainable finance and client transition on a just-and-inclusive basis. Activity mapped to the SDGs.	Implemented; metrics expanding
4	Stakeholders	Broad stakeholder engagement across the footprint; active participation in ICMA, ANCA, UNEP FI and UNGC; engagement informs strategy and materiality.	Implemented
5	Governance & Culture	Board Remuneration, Sustainability and Technology Committee (RSTC) oversight; Co-GCRO and Group Head delegation; three-lines-of-defence framework with ESRM as the due-diligence mechanism; ethics framework and ESG-linked executive measures.	Implemented
6	Transparency & Accountability	Integrated disclosure suite (SR, GRI index, IFRS S1/S2, forthcoming Harambee Way, this report); transparent on developing areas; limited assurance planned within the required window.	Implemented; assurance planned

The Group's impact analysis is subject to change as business strategy evolves, data quality improves, and assessment tools are refined. Updates will be disclosed in future reporting cycles.

ECOBANK TRANSNATIONAL INCORPORATED PRINCIPLES FOR RESPONSIBLE BANKING

9. Annex — signatory status, assurance and references

Signatory status

Ecobank Transnational Incorporated became a signatory to the UNEP FI Principles for Responsible Banking.

The Group is also a member of UNEP FI and a participant in the UN Global Compact.

Assurance

PRB signatories are required to obtain third-party limited assurance on specified PRB reporting requirements (impact analysis, target setting, and progress against targets) within four years of signing. No external assurance has been obtained for the 2025 cycle; the Group plans to obtain limited assurance within the required timeframe, alongside its broader plan to introduce external assurance of its sustainability reporting from 2027.

References

- Ecobank Sustainability Report 2025
- Ecobank GRI Content Index 2025 (including PRB self-assessment, Section G)
- Ecobank IFRS S1 & S2 Disclosure Tables 2025
- Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming)
- UNEP FI Principles for Responsible Banking — Reporting and Self-Assessment framework

Note. This report signposts existing disclosures across the Group's reporting suite and does not restate figures that are pending finalisation. Forward-looking statements regarding the Group's targets and plans are subject to risks and uncertainties; actual outcomes may differ. Climate- and nature-related detail will be provided in full in the forthcoming Harambee Way Climate & Nature Disclosure Report 2025.

ECOBANK TRANSNATIONAL INCORPORATED — IFRS S1 & S2 DISCLOSURE TABLES

Sustainability Report 2025 · Appendix. Climate- and sustainability-related financial disclosures prepared with reference to IFRS S1 (General Requirements) and IFRS S2 (Climate-related Disclosures), which now form the global baseline succeeding the TCFD framework (TCFD disbanded in 2023, monitoring transferred to the IFRS Foundation). FY2025 is Ecobank's first reporting period applying these standards, and the Group has elected the first-year transition reliefs available under IFRS S2, including deferral of Scope 3 (including financed) emissions for the first annual reporting period. This appendix should be read together with the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming — to be published shortly after this report), which will provide the detailed climate narrative, and with the GRI Content Index. FY 1 January – 31 December 2025. Not externally assured for 2025; assurance is committed for 2026-2027.

Status key. "Met" = the requirement is addressed in this report and/or the forthcoming Harambee Way report. "Partial" = qualitative disclosure provided, with quantitative elements developing. Amber italic text marks elements that are developing or deferred, with the reason stated.

Timing of the climate report. The Harambee Way Climate & Nature Disclosure Report 2025 is forthcoming and will be published shortly after this Sustainability Report. This is consistent with the IFRS S2 first-year transition relief, under which climate-related disclosures may be published after the main report. References below to the Harambee Way report are to that forthcoming publication.

IFRS S1 — General Requirements for Disclosure of Sustainability-related Financial Information

Section	Requirement (IFRS S1)	Ecobank disclosure / response	Location
Governance			
S1.27	The governance body(s) or individual(s) responsible for oversight of sustainability-related risks and opportunities; how responsibilities are reflected in terms of reference; how the body ensures the right skills and competencies; how and how often it is informed; how it considers sustainability matters in strategy, major transactions and risk management; how it oversees target-setting and monitors progress.	Board-level oversight of sustainability- and climate-related risks and opportunities sits with the Board Remuneration, Sustainability and Technology Committee RSTC; which holds an explicit sustainability mandate. The RSTC reviews sustainability matters on a quarterly cycle and reports to the full Board. Management responsibility is delegated through the two Group Co-Chief Risk Officers (Co-GCROs) to the Group Head of Sustainability & ESRM, who leads suitability strategy, sustainable finance, climate and nature risk, and ESRM governance across the Group's markets. Sustainability and climate considerations are embedded in the Group's risk-management framework (three lines of defence) and in credit decision-making through the Environmental & Social Risk Management (ESRM) system, including E&S risk ratings in the credit appraisal process. **Board sustainability training/skills and the frequency of reporting are described in the SR governance section; confirm final page references.**	SR: Sustainability Governance; Corporate Governance. Harambee Way 2025 (forthcoming): Governance.

ECOBANK TRANSNATIONAL INCORPORATED – IFRS S1 & S2 DISCLOSURE TABLES

Section	Requirement (IFRS S1)	Ecobank disclosure / response	Location
Strategy			
S1.28–42	Sustainability-related risks and opportunities that could reasonably be expected to affect prospects; their effects on business model and value chain; effects on strategy and decision-making; effects on financial position, performance and cash flows over short, medium and long term; and resilience of strategy.	Ecobank's principal sustainability-related risks and opportunities arise from: (i) climate-related transition and physical risk across its lending portfolio; (ii) nature- and biodiversity-related dependencies and impacts; and (iii) sustainable-finance opportunities in its markets. These are assessed through the Group's climate and nature risk scoring framework and the ESRM system, and are integrated into credit risk assessment. The most material transition-risk concentrations are in carbon-intensive sectors (notably oil & gas and mining) and in specific geographies, principally Nigeria and the Central, Eastern and Southern Africa region. Climate-related strategy, scenario considerations and the effects on the business model will be set out in depth in the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming); this report should be read alongside it once published. **Quantified effects on financial position/performance over time horizons are not yet disclosed; the Group is developing this capability (see S2 Metrics & Targets).**	SR: Strategy; Sustainable Finance. Harambee Way 2025 (forthcoming): Strategy & Scenario Analysis.
Risk management			
S1.43–44	The processes used to identify, assess, prioritise and monitor sustainability-related risks and opportunities, and whether and how these are integrated into the overall risk-management process.	Sustainability-related risks are identified and assessed through the ESRM system, which screens transactions against the Group's Exclusion List and applies category-based E&S due diligence (Categories A/B/C) with defined turnaround standards. Outcomes feed E&S risk ratings into the credit appraisal memorandum. Climate and nature risk are assessed through a dedicated scoring framework covering the Group's countries and sectors, embedded into credit decision-making. Governance operates on a three-lines-of-defence basis: business and embedded ESRM officers (first line); Group Sustainability & ESRM and the Co-GCROs (second line); Internal Audit (third line).	SR: Risk Management; ESRM. Harambee Way 2025 (forthcoming): Risk Management.
Metrics and targets			
S1.45–53	Metrics and targets used to measure and manage sustainability-related risks and opportunities, including performance against targets.	Sustainability metrics disclosed by the Group include sustainable-finance volumes, ESRM coverage and screening metrics, supplier E&S screening, workforce and governance diversity, and estimated own-operations environmental metrics (see the GRI content index for the full set). Climate-specific metrics and targets are addressed under IFRS S2 below and will be detailed in the Harambee Way report (forthcoming). **Group-wide quantified sustainability targets are being formalised; current targets and progress are disclosed where established.**	SR: Performance Data. GRI Content Index. Harambee Way 2025 (forthcoming).

ECOBANK TRANSNATIONAL INCORPORATED — IFRS S1 & S2 DISCLOSURE TABLES

IFRS S2 — Climate-related Disclosures

Section	Requirement (IFRS S2 — Climate)	Ecobank disclosure / response	Location
Governance			
S2.5–6	Governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities (consistent with IFRS S1 governance).	Climate-related governance follows the same structure as the Group's broader sustainability governance: Board oversight through the RSTC; management delegation through the Co-GCROs to the Group Head of Sustainability & ESRM; and integration into the risk-management framework and credit process. The RSTC has explicit oversight of the Group's climate commitments and net-zero trajectory, including endorsement of science-based targets adopted or under development, oversight of the financed-emissions reduction trajectory across climate-sensitive sectors, and oversight of the coal phase-out commitment (coal-financing prohibition in the Group Prohibited Activities List). Climate risk is reported to the Board through quarterly RSTCreporting and is reflected in board-level climate risk disclosure materials.	SR: Sustainability Governance. Harambee Way 2025 (forthcoming): Governance.
Strategy			
S2.9–12	Climate-related risks (physical and transition) and opportunities; their effects on business model and value chain; and effects on strategy and decision-making.	**Transition risk:** the Group has elevated exposure in carbon-intensive sectors, principally oil & gas and mining. A first PCAF-based financed-emissions screening (FY2023) identified the largest modelled contributions in Nigeria and the CESA region. This screening is a hotspot-identification tool, not a quantitative disclosure (see Metrics & Targets). **Physical risk:** the Group's footprint spans markets exposed to climate-physical hazards (drought, flooding, heat), relevant both to its own operations and to client credit quality. **Opportunities**: sustainable finance across the Group's markets, including climate- and nature-aligned lending and advisory. Detailed strategy and scenario discussion will be provided in the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming).	SR: Strategy; Sustainable Finance. Harambee Way 2025 (forthcoming): Strategy & Scenario Analysis.
S2.15–21	Climate resilience: assessment of the resilience of strategy and business model to climate-related changes, including use of climate-related scenario analysis.	The Group has performed climate scenario analysis; the detailed approach and results will be set out in the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming). **Quantified scenario analysis is at an early stage; the Group is developing scenario-analysis capability and will expand this disclosure as data and methodology mature.**	Harambee Way 2025 (forthcoming): Scenario Analysis.

ECOBANK TRANSNATIONAL INCORPORATED — IFRS S1 & S2 DISCLOSURE TABLES

IFRS S2 — Climate-related Disclosures

Section	Requirement (IFRS S2 — Climate)	Ecobank disclosure / response	Location
Risk management			
S2.24–26	Processes to identify, assess, prioritise and monitor climate-related risks and opportunities, and integration into overall risk management.	Climate-related risks are identified and assessed through the Group's climate and nature risk scoring framework (covering countries and sectors) and the ESRM system, and are embedded into credit decision-making and the Group's overall risk-management framework on a three-lines-of-defence basis. Concentrations in carbon-intensive sectors and exposed geographies are monitored as part of transition-risk assessment.	SR: Risk Management; ESRM. Harambee Way 2025 (forthcoming): Risk Management.
Metrics and targets			
S2.28–29 (a–b)	Cross-industry metrics: absolute gross Scope 1, Scope 2 and Scope 3 greenhouse gas emissions; the measurement approach, inputs and assumptions used.	Own operations (estimated, FY2025): • Scope 1: ~22,000–28,000 tCO_2e (estimated) • Scope 2 (location-based): ~65,000–85,000 tCO_2e (estimated) • Scope 3 (own operations): ~11,000–17,000 tCO_2e (estimated) Own-operations figures are estimates for FY2025, back-cast from headcount and operational proxies pending audited affiliate data in 2026. Scope 3, Category 15 (financed emissions): FY2025 is Ecobank's first reporting period applying IFRS S1 and S2. The Group has elected to apply the first-year transition relief available under IFRS S2 (Appendix C), under which Scope 3 greenhouse gas emissions — including financed emissions — may be deferred for the first annual reporting period. An initial PCAF-based baseline estimation has been completed for the corporate & commercial portfolio (FY2023) and used internally for hotspot identification, applying economic activity–based proxies (PCAF Option 3, data quality score 5) with a NACE-based industry classification (an alternative to GICS, permitted under the December 2025 amendments to IFRS S2). Applying the IFRS S2 first-year transition relief on the timing of climate-related disclosures, the Group's quantitative financed-emissions results – the PCAF-based baseline, methodology (PCAF Option 3; NACE-based industry classification) and portfolio coverage – are disclosed in the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming), published as part of the Group's 2025 reporting suite. This report signposts to those figures rather than duplicating them.	SR: Strategy; Sustainable Finance. Harambee Way 2025 (forthcoming): Strategy & Scenario Analysis.

ECOBANK TRANSNATIONAL INCORPORATED — IFRS S1 & S2 DISCLOSURE TABLES

IFRS S2 — Climate-related Disclosures

Section	Requirement (IFRS S2 — Climate)	Ecobank disclosure / response	Location
Metrics and targets			
S2.29 (c–g)	Climate-related transition and physical risks, climate-related opportunities, capital deployment, internal carbon prices, and remuneration linked to climate.	Transition- and physical-risk concentrations are described under Strategy above. Sustainable-finance deployment is disclosed in the Sustainable Finance section. **Internal carbon pricing is not currently applied. Climate-linked remuneration: executive scorecards include ESG-related measures; detail is disclosed in the remuneration section.**	SR: Sustainable Finance; Risk Management, Remuneration. Harambee Way 2025 (forthcoming).
S2.33–37	Climate-related targets set by the entity (and any required by law/regulation), the metrics used to monitor progress, and performance against each target.	The Group has adopted a net-zero trajectory aligned with the Paris Agreement's 1.5°C pathway, overseen by the RSTC, encompassing a financed-emissions reduction trajectory across climate-sensitive sectors (energy, agriculture, real estate, transport and heavy industry) and a coal phase-out commitment implemented through the prohibition on coal-related project financing in the Group Prohibited Activities List. The Group considers alignment with the Science Based Targets initiative (SBTi) where applicable. **Net-zero target:** 2060 Interim targets: 2040 The Group has also made a sustainable-finance facilitation commitment and maintains ring-fenced sustainable-finance assets (disclosed in the Sustainable Finance section). Quantified interim metrics, sector pathways and performance against targets will be presented in the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming). Financed-emissions baseline metrics underpinning sector targets are being refined (see Metrics & Targets above).	SR: Sustainable Finance. Harambee Way 2025 (forthcoming): Net Zero & Targets.

Note on financed emissions. The Group's quantitative financed-emissions baseline is disclosed in the Harambee Way Climate & Nature Disclosure Report 2025 (forthcoming); this report signposts to it rather than duplicating it.
Forward-looking statements. This appendix contains forward-looking statements regarding the Group's sustainability and climate plans, which are subject to risks and uncertainties; actual outcomes may differ.

UN GLOBAL COMPACT

The 2025 Sustainability Report also serves as Ecobank's Communication on Progress for the UN Global Compact (UNGC), with references made in the index as well. By participating in the UNGC, the Bank is committed to preserving internationally recognised human rights, creating socially acceptable working conditions, protecting the environment and fighting corruption.

Principles		Report section
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Our Group Sustainability Strategy 2023 – 2028 Human Rights, Labour Standards and Supply Chain Our People Our Corporate Governance
Principle 2	Make sure that they are not complicit in human rights abuses	
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Our People
Principle 4	The elimination of all forms of forced and compulsory labour	Policies and Procedures
Principle 5	The effective abolition of child labour; and	Policies and Procedures
Principle 6	The elimination of discrimination in respect of employment and occupation	Policies and Procedures Sustainable Finance
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Messages from our Leadership
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	Our Own Operations Sustainable Finance
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Our Own Operations Sustainable Finance
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Our Corporate Governance

GRI ALIGNMENT WITH STRATEGY

Pillar	Focus	Primary GRI Alignment	SDG Linkage
1. Sustainable Finance	$380M portfolio, financial inclusion, SME finance, Ellevate, Agriculture Desk, digital banking	GRI 203-1, 203-2, PRB P.2	SDG 1, 2, 5, 8, 10
2. Own Operations	Energy, emissions, water, waste, supply chain	GRI 302, 303, 305, 306, 204	SDG 7, 12, 13
3. Our People	Workforce, talent, culture, D&I, learning, OHS	GRI 2-7, 401, 403, 404, 405, 406	SDG 5, 8, 10
4. Policies and Procedures	ESRM policy, responsible lending, climate risk, ESRA, IFC PS, EP4, human rights, nature risk, data privacy	GRI 2-23, 2-24, 2-25, 2-26, 2-27	SDG 13, 15, 16
5. Corporate Governance	Board oversight, remuneration, ethics, anti-corruption, compliance	GRI 2-9 to 2-21, 205, 206, 207, 415, 418	SDG 16, 17
6. Stakeholder Advocacy	Regulatory engagement, ICMA, ANCA, partnerships, political contributions	GRI 2-28, 2-29, 415	SDG 17
7. Our Communities	Ecobank Foundation – health, education, gender, innovation	GRI 413-1, 413-2, 203-2	SDG 3, 4, 5, 10

GRI CONTENT INDEX

Statement of use

Ecobank Group has reported the information cited in this GRI content index for the period 1 January to 31 December 2025 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021.

GRI	Disclosure	Location	Data note	SR Page
GRI 2: General Disclosures 2021				
2-1	Organisational details	Report scope and boundary; Corporate information	ETI, incorporated in Lomé, Togo	7, 153
2-2	Entities included in the reporting	Report scope and boundary	38 countries / 34 African markets	7
2-3	Reporting period, frequency, contact point	Report scope and boundary	FY 1 Jan – 31 Dec 2025; annual	7
2-4	Restatements of information	Report scope and boundary	State restatements, if any	7
2-5	External assurance	Report scope and boundary	Not externally assured for 2025; assurance planned for 2026	7
2-6	Activities, value chain and business relationships	Welcome	CIB, CCB, Payments	5 - 21
2-7	Employees	Our People	13,889 employees (2024: 14,560); by gender / region	77-88
2-8	Workers who are not employees	Our People; Human rights & supply chain	Contractors referenced	77-88, 97, 98
2-9 to 2-18	Governance structure, composition, role and oversight	Our Corporate Governance	15-member Board; committees; RSTC	102-116
2-19, 2-20	Remuneration policies; process to determine remuneration	Remuneration	Directors' fees & allowances US$2,092k (2024: US$2,219k)	113-114
2-21	Annual total compensation ratio	Remuneration	–	113-114
2-22	Statement on sustainable development strategy	Chair / GCEO statement	–	23-30
2-23, 2-24	Policy commitments; embedding commitments	Responsible Banking & Governance; ESRM framework	IFC PS, EP4, UNGC, PRB	89-101
2-25	Processes to remediate negative impacts	Grievance mechanisms	–	98
2-26	Mechanisms for advice and raising concerns	Ethics & whistleblowing	EthicsLine portal; 145 reports in 2025 (2024: 153; 2023: 144); 93 closed	92, 99, 115
2-27	Compliance with laws and regulations	Ethics, anti-corruption & conduct	Confirm fines vs AR contingent-liabilities note	92, 99, 115
2-28	Membership associations	Stakeholder advocacy	ICMA, ANCA, UNEP FI, PRB	117-123
2-29	Approach to stakeholder engagement	Stakeholder advocacy	–	117-123

GRI CONTENT INDEX

GRI	Disclosure	Location	Data note	SR Page
2-30	Collective bargaining agreements	Our People		87
GRI 3: Material Topics 2021				
3-1, 3-2, 3-3	Process to determine / list of / management of material topics	Material topics	Double-materiality assessment	42-44
Economic				
201-1	Economic value generated and distributed	Our financial performance	Generated US$2,449.3m; distributed US$1,647.1m; retained US$802.1m	20
201-3	Defined benefit plan obligations	Remuneration; Annual report Appendix E; Note 37	DB cost in staff costs US$1,050k (2024: US$1,223k)	114
202-1, 202-2	Market presence (entry wage; local senior management)	Our People	14,000 employees, 34% women in senior management	77-88
203-1, 203-2	Infrastructure investments; indirect economic impacts	Sustainable Finance; Our Communities	US$380M sustainable finance portfolio	49-61, 124-129
204-1	Proportion of spending on local suppliers	Own Operations — supply chain	—	75
205-1, 205-2	Operations assessed for corruption risk; training	Ethics & anti-corruption	95% of staff (11,379) trained on anti-bribery & corruption in 2025; triennial cycle	92, 99, 115
205-3	Confirmed incidents of corruption and actions	Ethics & anti-corruption	No confirmed incidents (2025, 2024, 2023);	92, 99, 115
206-1	Legal actions for anti-competitive behaviour	Responsible Banking & Governance	No material cases – See AR disclosures	92
207-1, 207-2, 207-3	Approach to tax; governance; stakeholder engagement	Approach to tax; Annual report tax notes	Income tax paid US$283.4m (2024: US$215.7m); OECD Pillar Two disclosed	116
207-4	Country-by-country reporting	Approach to tax; Annual report tax notes	—	116
Environmental				
302-1, 302-3	Energy consumption; energy intensity	Energy consumption	Quantified where available	70
303-1, 303-5	Water interactions; water consumption	Water and waste	—	73

GRI CONTENT INDEX

GRI	Disclosure	Location	Data note	SR Page
305-1, 305-2, 305-3	Direct (Scope 1), energy indirect (Scope 2), other indirect (Scope 3) GHG emissions	Reducing our carbon emissions	Scope 1 diesel generators material; tCO_2e figures in data table	66-68
306-1, 306-2	Waste generation and management	Water and waste	—	74
308-1	Supplier environmental assessment	Own Operations — supply chain	Human Rights, ERSM, UNGC	75
Social				
401-1	New employee hires and employee turnover	Talent management	New hires; attrition	77-88
403-1 to 403-10	Occupational health and safety management system	Our People — health & safety	No material risks	77-88
404-1, 404-2	Average training; programmes for upgrading skills	Talent management	690 high-potentials; leadership programmes	77-88
405-1, 405-2	Diversity of governance bodies and employees	Our People — D&I; Governance	Board and workforce gender data	77-88
406-1	Incidents of discrimination	Grievance mechanisms	Confirm incidents reported	98, 115
408-1, 409-1	Child labour; forced or compulsory labour	Human rights & labour; supply chain	Policy commitment via UNGC CoP	75, 97
412-1, 412-2	Human rights assessments and training	Human rights & labour standards	—	75, 97
413-1, 413-2	Local community engagement, impacts and programmes	Our Communities — Ecobank Foundation	Foundation spend ~US$0.7m (2024: ~US$0.7m)	124-129
414-1	Supplier social assessment	Supply chain	Human Rights, ERSM, UNGC	75, 97-99
415-1	Political contributions	Stakeholder advocacy	No material contributions	117-123
418-1	Substantiated complaints re customer privacy	Data privacy & information security	Confirm complaint count	100

Notes. Page references are to the draft Sustainability Report dated 29 May 2026 and must be confirmed against the final laid-out proof. GRI 201-2 (financial implications of climate change) is addressed in The Harambee Way Climate Disclosure Report. Economic figures are drawn from the audited 2025 Annual Report (Statement of Value Added, cash flow statement and related notes). For a full "in accordance" claim, every amber item must be reported or carry a documented reason for omission.

GRI PERFORMANCE DATA

Quantitative GRI disclosures, drawn from the audited 2025 Annual Report and the 2025 Sustainability Report. Board figures are as at 31 December 2025.

GRI	Metric	Unit	2025	2024
2-9	Total Board members	number	15	14
2-9	Independent Directors	number (%)	6 (40%)	6 (43%)
2-9	Executive Directors	number	2	1
2-9	Non-Executive Directors (shareholder + EBID)	number	7	7
405-1	Female Directors	number	4	4
405-1	Female Directors	%	27%	29%
405-1	Directors from African countries	number	12	11
2-9	Nationalities represented on the Board	number	9	9
2-20	Directors' fees and allowances	US$'000	2,092	2,219
2-7	Total headcount (core employees)	number	13,889	14,560
2-7	Year-on-year headcount change	number (%)	-671 (-4.6%)	—
2-8	Outsourced / non-employee staff	number	3,800+	—
405-1	Female representation (Group-wide)	%	~48%	—
405-1	Women in management and executive roles	%	32.3%	31.9%
2-7	Average employee age	years	38	—
401	Front-office ratio	%	46.5%	43.1%
404-2	High-potential employees identified	number	690	—
404-2	Leadership-programme participants	number	164	—
404	Top-talent retention rate	%	97%	—
305-1	Scope 1 GHG emissions	tCO_2e (e)	~22,000–28,000	~23,100–29,400
305-2	Scope 2 GHG (location-based)	tCO_2e (e)	~65,000–85,000	~68,300–89,300

GRI PERFORMANCE DATA

GRI	Metric	Unit	2025	2024
305-3	Scope 3 GHG emissions	tCO_2e (e)	~11,000–17,000	~11,550–17,850
305	Total operational GHG (Scope 1+2+3)	tCO_2e (e)	~98,000–130,000	~102,950–136,550
302-1	Total energy consumption	MWh (e)	~230,000–270,000	~242,000–284,000
302-1	Purchased electricity (grid)	MWh (e)	~150,000	~157,500
302-1	Electricity from renewable sources	% (e)	<5%	<5%
303-5	Water withdrawal (municipal supply)	ML (e)	~174	~183
306-2	Total waste generated	tonnes (e)	~810–1,170	~877–1,234
201-1	Economic value generated	US$m	2,449.3	2,084.4
201-1	Economic value distributed	US$m	1,647.1	1,507.0
201-1	Economic value retained	US$m	802.1	577.4
207	Income tax paid	US$m	283.4	215.7
201-3	Defined-benefit cost included in staff costs	US$'000	1,050	1,223
413	Ecobank Foundation spend	US$m	~0.7	~0.7
205-2	Employees trained on anti-bribery and corruption	% (number)	95% (11,379)	N/A
205-3	Confirmed incidents of corruption	number	None	None
2-26	Reports received via EthicsLine	number	145	153
2-26	Reports investigated and closed	number	93	134
205-3	Employees dismissed for corruption-related offences	number	— (HR)	— (HR)

(e) = estimated. Environmental figures are order-of-magnitude estimates; prior years are back-cast from the 2025 base using a headcount index (+5% for 2024, +10% for 2023). All environmental estimates are to be replaced by audited affiliate data in 2026. Emission factors: diesel 2.68 $kgCO_2e$/litre; grid ~0.5 tCO_2e/MWh.

Notes. Economic figures are audited (Statement of Value Added, cash flow statement, related notes). Anti-bribery training runs on a three-year cycle (hence N/A for 2024/2023). Dismissals for corruption-related offences are held by Group HR and to be confirmed. Scope 3 waste-disposal emissions are pending affiliate waste data.

THE AFRICAN SUSTAINABLE FINANCE REGULATORY LANDSCAPE

The following table is illustrative of key sustainability-related regulatory frameworks relevant to Ecobank's operating network.

Ecobank actively monitors and engages with sustainability and climate regulatory developments across all 34 operating markets. The absence of a specific market from this table does not indicate that it falls outside the Group's regulatory compliance scope – country-level requirements are tracked, integrated into the Sustainability related policies and ESRM framework and applied at affiliate level on a continuous basis.

Country / Regulator	Framework	Ecobank Status	Engagement
Nigeria (CBN)	Nigerian Sustainable Banking Principles; Climate Risk Management Guidelines (2022)	Active compliance	Engaged
Kenya (CBK)	Climate-Related Financial Disclosures Framework (2021)	Active compliance	Engaged
Ghana (BoG)	Sustainable Banking Principles (2019, updated 2023)	Active compliance	Engaged
Tanzania (BoT)	Environmental and Social Risk Management Guidelines	Active compliance	Engaged
Senegal/UEMOA (BCEAO)	Sustainable finance guidelines in development	Monitoring – engagement underway	Active
Côte d'Ivoire	National sustainable finance roadmap in progress	Monitoring	Active
Cameroon	Emerging regulatory framework	Monitoring	Active
Zimbabwe (RBZ)	RBZ climate risk guidelines for the banking sector issued; Zimbabwe Stock Exchange adopted GRI Standards and mandatory ESG disclosure effective January 2024	Active compliance	Engaged

THE AFRICAN SUSTAINABLE FINANCE REGULATORY LANDSCAPE

Country / Regulator	Framework	Ecobank Status	Engagement
Rwanda (BNR)	Rwanda developing ISSB S1/S2-aligned regulations; BNR sustainable finance framework	Active compliance	Engaged
Malawi (RBM)	Reserve Bank of Malawi climate-related and environmental financial risk guidelines for banks	Applied	Engaged
Pan-African (AU / AfDB)	African Green Finance Coalition frameworks	Active participation	Leadership
All other markets	Ecobank applies sustainability and climate-related regulatory requirements across all 34 operating markets. Country-level frameworks are tracked continuously and integrated into Group ESRM policy.	Active compliance	Ongoing
Global (ISSB)	IFRS S1 and S2	Voluntary alignment – in progress	Monitoring
Global (TCFD)	Climate disclosure recommendations	Applied – disclosed in this report	Full alignment
EDFI Member Institutions	EDFI Harmonised Standards – applied on co-financed transactions with Proparco, DEG, FMO, Norfund, EFP and other EDFI members	Applied	Active

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