

## Our Vision

A global financial services group of African origin renowned for EPIC leadership in our chosen markets

## Our Mission

To build a supportive ecosystem rooted in Africa, that connects people, capital and markets.

## Our Core Values



Execution



Professionalism



Innovation



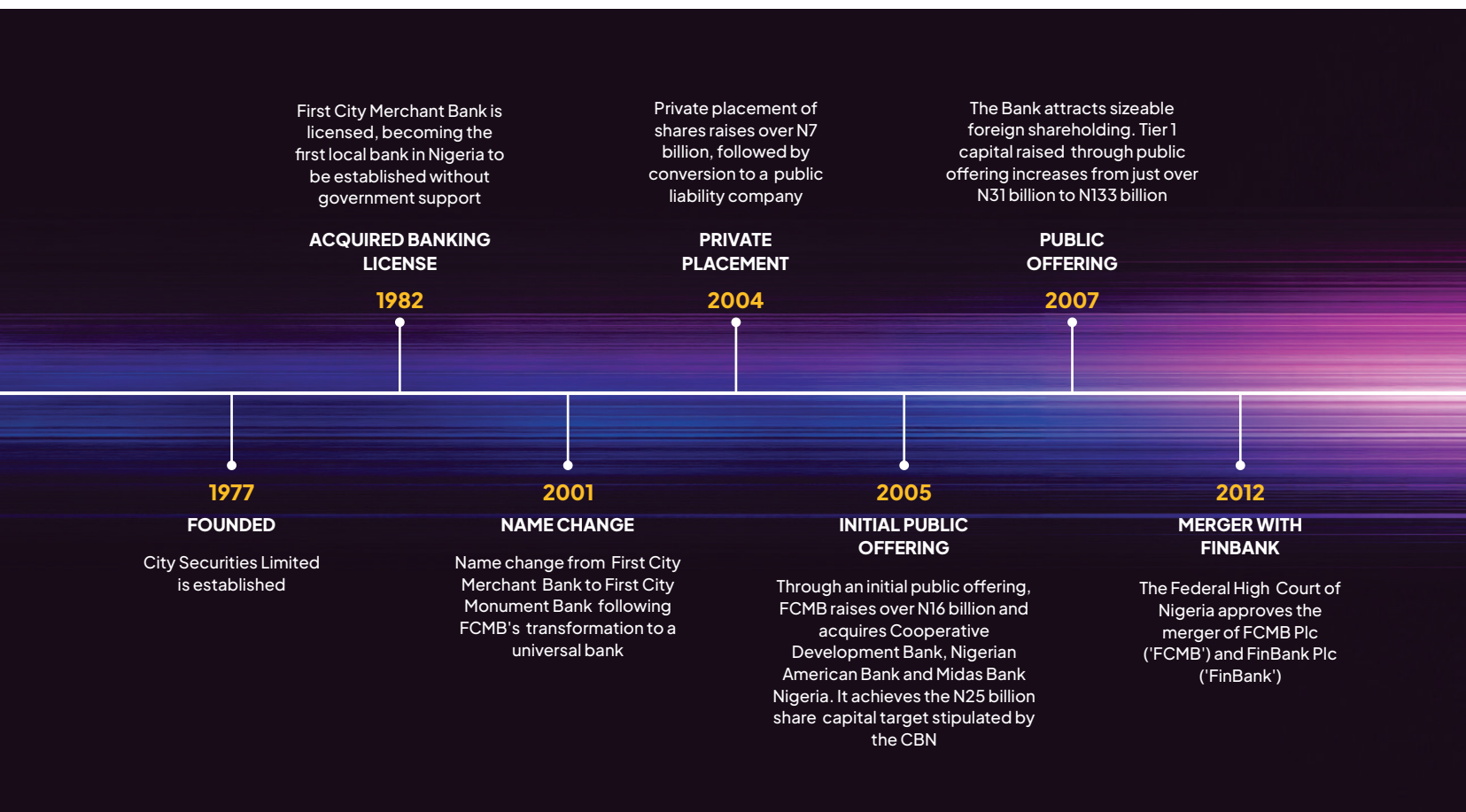
Customer Focus

At **FCMB**,  
Our purpose is to  
foster inclusive and  
sustainable growth  
in the communities  
we serve.

We are doing this by democratising access to comprehensive financial services beyond just a bank account, promoting sustainable economic growth by unlocking transformative capital, export and diaspora flows, and taking climate action through lending, investment and operational practices.

# 1

Introduction



## About FCMB Group Plc

The origins of FCMB Group Plc date back to 1977 with the founding of City Securities Limited (CSL) - a combined stockbroking and issuing house business), established by Otunba Michael Olasubomi Balogun who transcended to eternal glory on the 18th day of May 2023.

The success of CSL in the Nigerian capital markets, prompted Otunba Balogun to establish First City Merchant Bank Limited as the 1st independent merchant bank founded by a Nigerian. The bank has since expanded and evolved into a financial services group, with operating companies divided along four business groups: The Banking Group (First City Monument Bank Limited ('The Bank'), FCMB Bank UK Limited and FCMB Microfinance Limited); Consumer

Finance (Credit Direct Financing Company Limited); Investment Banking (FCMB Capital Markets Limited and CSL Stockbrokers Limited); and Investment Management (FCMB Pensions Limited, FCMB Asset Management Limited and FCMB Trustees Limited). Listed on the Nigerian Stock Exchange (NSE) with the ticker symbol 'FCMB', FCMB Group Plc has 42.8 billion ordinary shares held by over 590,000 shareholders.

The legacy of the founder of FCMB Group lives on through the institutions he built and inspired, the bankers and leaders he trained, the lives he touched and the values he exemplified. These serve not only as a foundation for which the Group and its stakeholders are eternally grateful, but as also a beacon of hope and a guiding light for every member of FCMB Group.

More information can be found at:  
[www.fcmbgroup.com](http://www.fcmbgroup.com)

Migration of FCMB shareholders to FCMB Group Plc (HoldCo) and subsequent de-listing of FCMB Plc and listing of the HoldCo on the Nigerian Stock Exchange (NSE)

### GROUP RESTRUCTURING

2013

FCMB acquires majority stake in Legacy Pension Managers Limited (now FCMB Pensions Limited)

### ACQUIRED LEGACY PENSIONS

2017

FCMB Group completes 1st phase of capital raise programme, raising N144.6 billion through a Public Offer.

### PUBLIC OFFERING

2024

### 2014 FCMB (UK) LICENSE

FCMB (UK) Limited obtains commercial banking license to operate in the United Kingdom

### 2021 ACQUIRED STAKE IN AIICO PENSIONS

FCMB Group through its Pensions business acquires 96.3% stake in AIICO Pension Managers Limited

### 2025 PUBLIC OFFERING

FCMB Group launches and completes an additional public capital raise to meet the Central Bank of Nigeria's new capital requirement for International Banks.

# 2

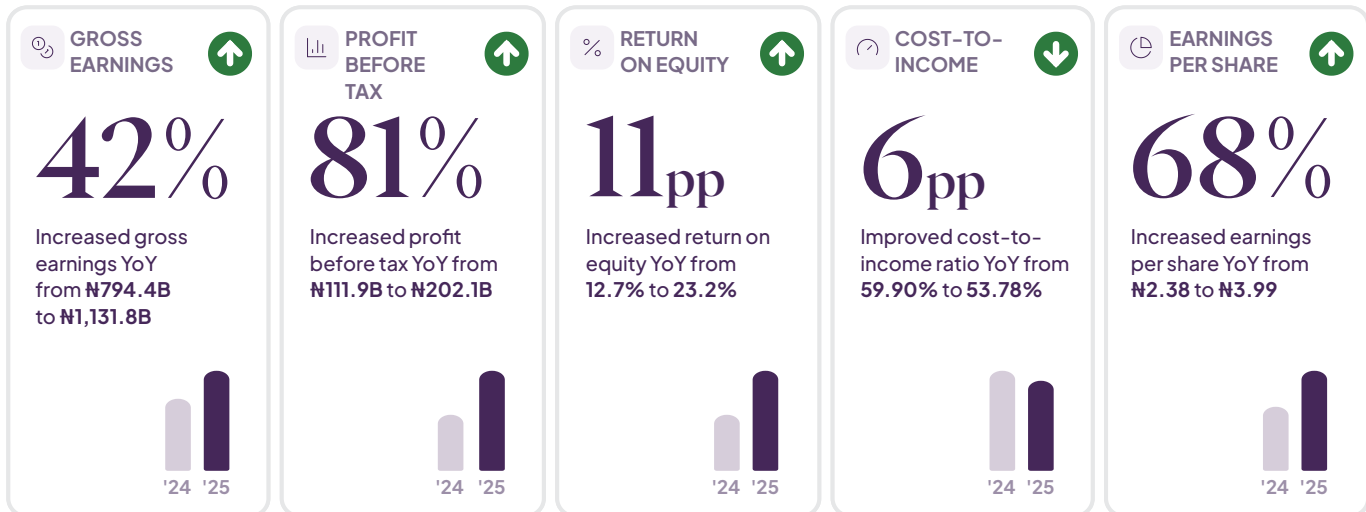
Operating Review

## Performance Highlights (Group)

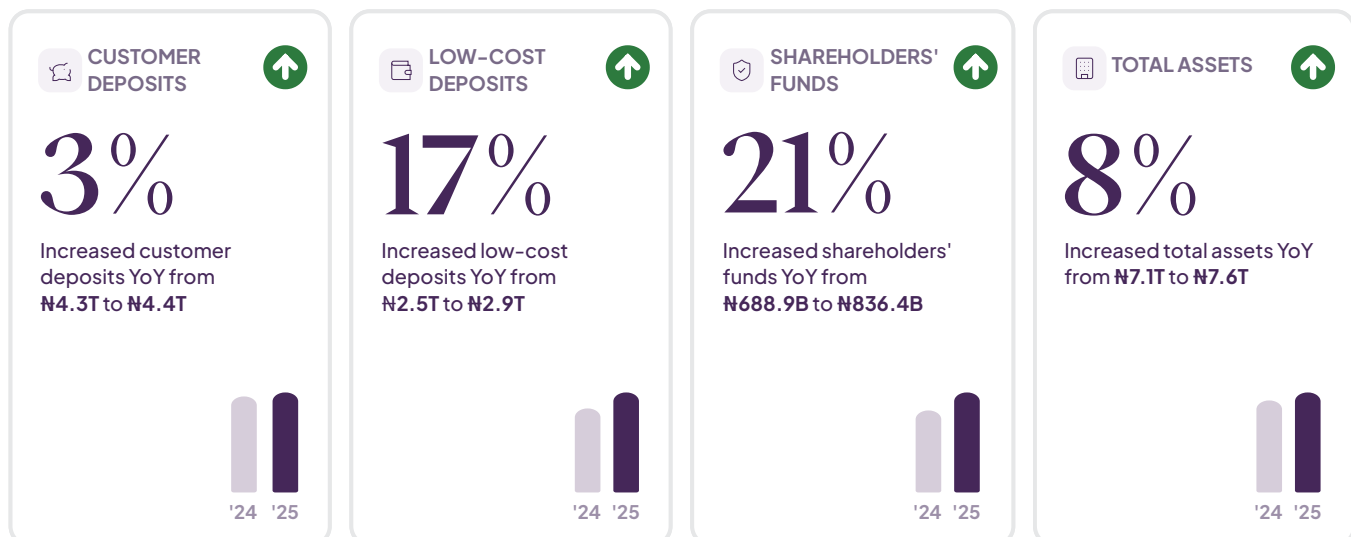
### FINANCIAL HIGHLIGHTS



#### Income Statement



#### Balance Sheet

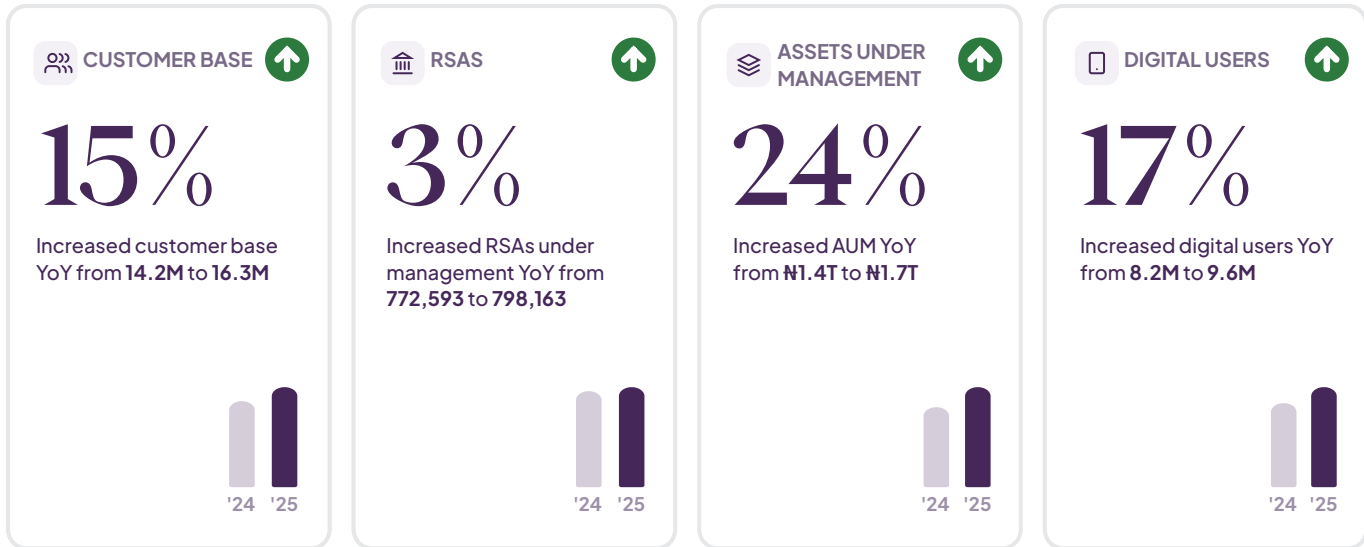


■ 2024 ■ 2025 YOY = YEAR ON YEAR · PP = PERCENTAGE POINTS · T = TRILLION · B = BILLION

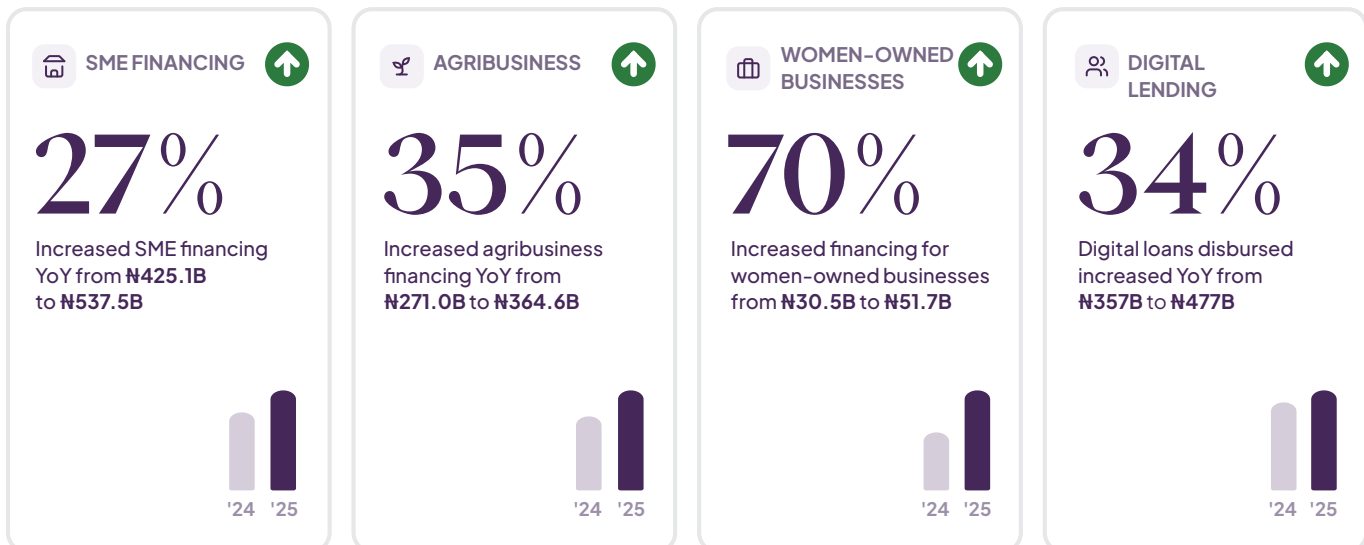
## Performance Highlights (Group)

### NON-FINANCIAL HIGHLIGHTS

#### Franchise Strength

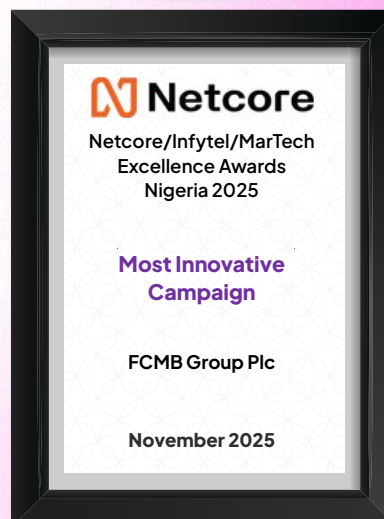
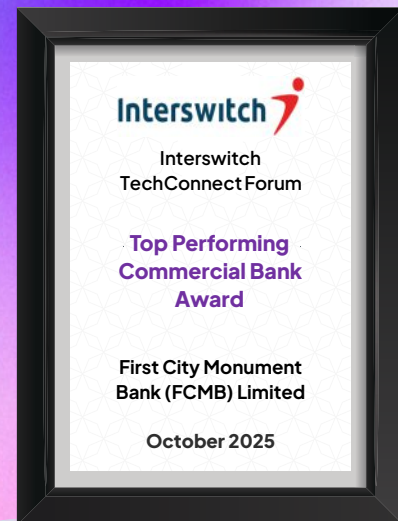
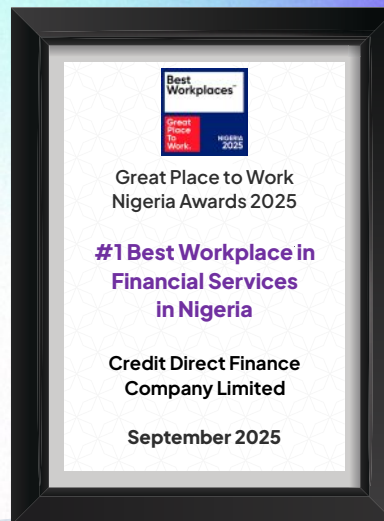
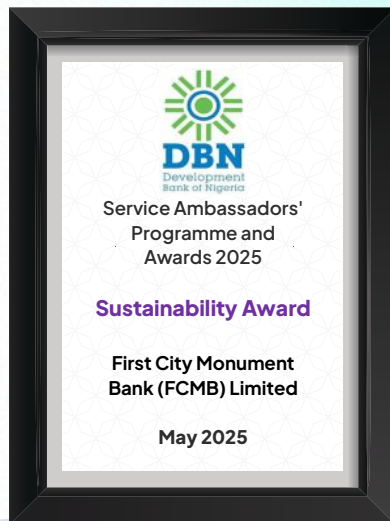


#### Purpose Impact



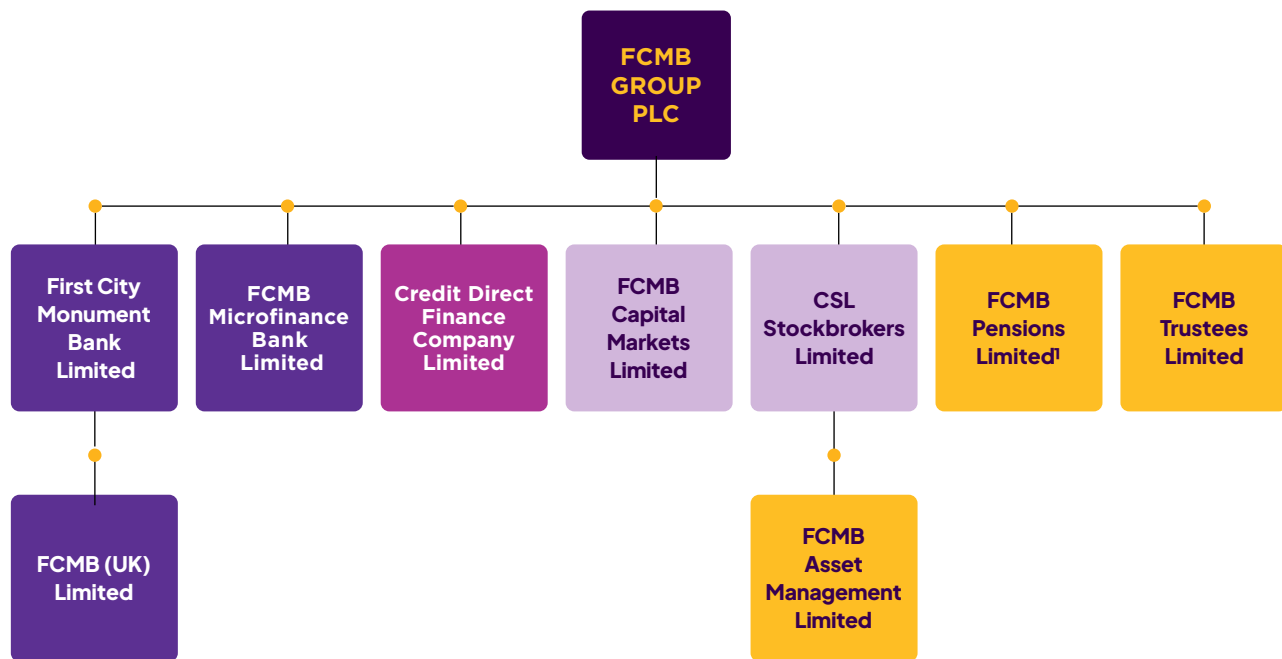
■ 2024 ■ 2025 RSAS = RETIREMENT SAVING ACCOUNTS · AUM = ASSETS UNDER MANAGEMENT · T = TRILLION · B = BILLION

## 2025 Awards Won



## Our Group of Companies

There are ten (10) operating entities in the FCMB Group Plc, including the holding company.



¹. All subsidiaries are wholly owned except FCMB Pensions Limited, which is owned 91.7%.

- The Banking Group
- Investment Banking
- Investment Management
- Consumer Finance

## Sustainability Report

# Supporting Economic and Environmental Resilience

Sustainability shapes how FCMB creates long-term value, safeguards its balance sheet, and fulfills its role as a trusted financial institution. Our success is linked to the strength and stability of the customers and communities we serve.

**B**y integrating sustainability into credit allocation, portfolio management, and enterprise risk frameworks, we anticipate emerging risks, capture growth opportunities, and strengthen resilience in our environment.

Through disciplined capital deployment, responsible financing, and proactive stakeholder engagement, FCMB helps direct financial flows toward productive enterprises, broaden access to formal finance, protect customer data, and support national development priorities. Environmental, Social and Governance (ESG) principles guide how we deploy capital and manage risk across the business, enabling us to deliver competitive returns while supporting economic and environmental stability.

We continue to invest in our people, support communities, manage climate and environmental risks, and expand opportunities in green and resilient finance. These actions demonstrate our commitment to transparency, accountability, and continuous improvement.

This report aligns with the Nigerian Sustainable Banking Principles and the Nigerian Exchange's Sustainability Disclosure Guidelines (NGX-SDGs). It also reflects our

intention to adopt the International Financial Reporting Standards–International Sustainability Standards Board (IFRS–ISSB) guidelines and to cross-reference the United Nations Global Compact (UNGC). We apply internationally recognised reporting frameworks, including the Global Reporting Initiative (GRI), and acknowledge the Financial Reporting Council of Nigeria's roadmap for sustainability disclosures. Following this roadmap, we have opted into the Voluntary Phase to strengthen our sustainability reporting over time.

### **Our Environmental, Social and Governance (ESG) Approach**

FCMB's ESG approach clearly demonstrates how the bank integrates Environmental, Social, and Governance (ESG) considerations into its strategy, risk management, and decision-making to create long-term value for stakeholders. We developed a robust ESG framework through direct engagement with key stakeholders to identify and address material issues affecting our business. This framework enables the bank to strategically prioritise initiatives, ensuring that its efforts generate economic, social, and environmental impact where it matters most.

# Sustainability Report

## Embedding Sustainability in Strategy and Operations

Sustainability is embedded in our strategy and daily operations, ensuring that environmental, social, and governance considerations inform decision-making throughout the organisation. We integrate these factors into strategic planning, performance management, and core business processes, reflecting our view that sustainability-related risks and opportunities, such as climate risk, financial inclusion, digital trust, and governance integrity, directly influence asset quality, cost of capital, and long-term earnings stability.

Operationally, sustainability considerations are incorporated into key processes, including credit origination, risk assessment, product development, and procurement. ESG factors increasingly inform lending and investment decisions, helping us identify emerging risks early, price them appropriately, and support clients in strengthening their resilience.

This integration aligns with FCMB's broader strategic priorities of responsible growth, customer centricity, innovation, and operational efficiency. It also enables us to translate strategy into measurable outcomes that support both societal impact and financial performance.

### Our focus includes:

- **Financing inclusive growth** by expanding access to financial services for underserved individuals, SMEs, and women-led enterprises
- **Supporting climate-aligned opportunities**, including green and transition finance, energy efficiency, and climate-resilient infrastructure
- **Strengthening operational sustainability** through resource efficiency, digitalisation, and responsible workplace practices

Through this integrated approach, we reinforce regulatory compliance with evolving sustainability and climate disclosure expectations, strengthen investor confidence through consistent ESG reporting, and enhance stakeholder accountability by demonstrating how sustainability contributes to resilience, growth, and trust.

## Managing Sustainability Risks and Opportunities

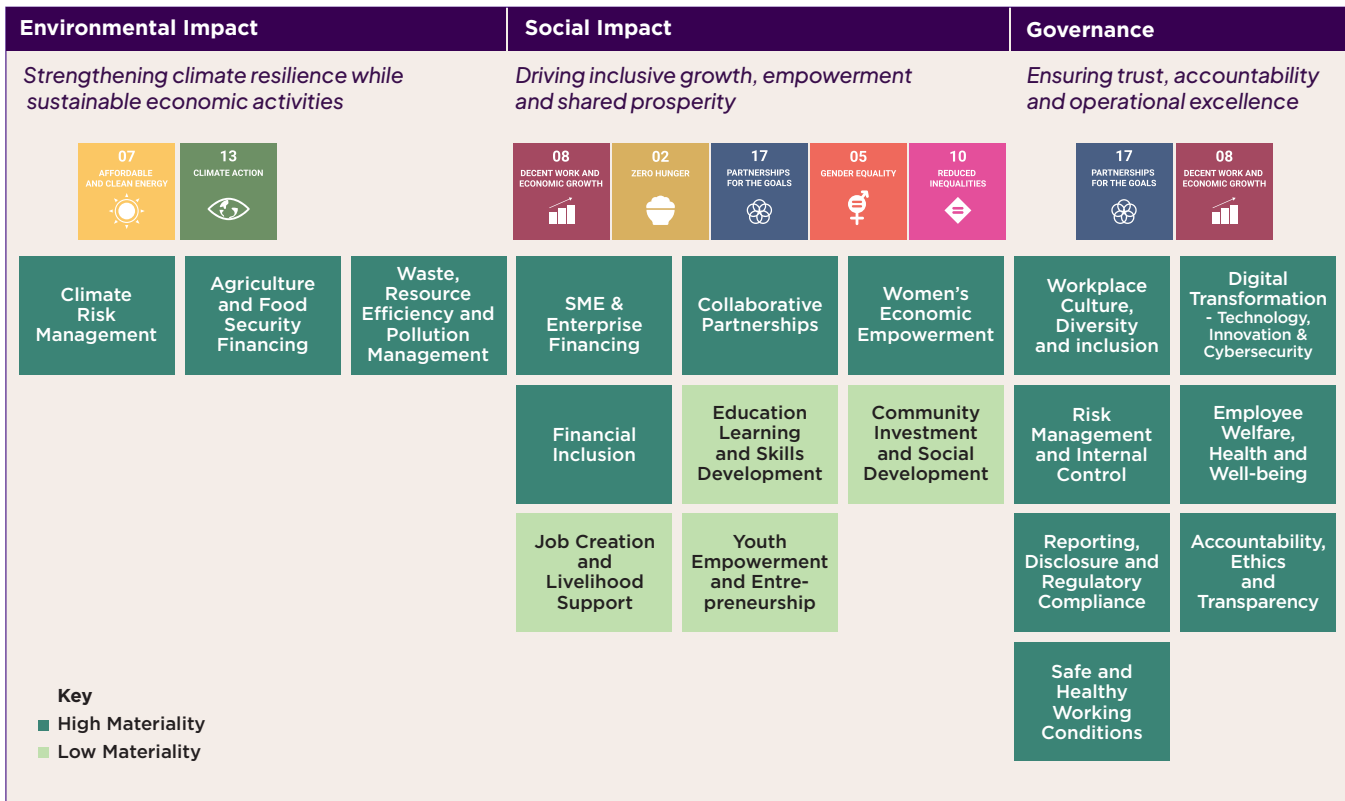
We recognise that sustainability-related risks, such as climate transition risk, physical climate impact, social instability, and conduct risk, can materially affect our business. To address this, we have identified these risks and integrated their management into our enterprise risk management framework. This ensures consistent identification, assessment, monitoring, and escalation.

## Strengthening Brand, Trust and Long-Term Franchise Value

Growth is sustained by trust. FCMB's sustainability practices enhance brand equity, deepen stakeholder confidence, and strengthen our license to operate. FCMB's Top of Mind Awareness (TOMA) rating has kept the bank a leading franchise amongst the first 5% of its peers. Customers, employees, investors, and regulators increasingly favour institutions that demonstrate responsible conduct, transparency, and long-term thinking. We achieved a group-wide average NPS of 52, with our largest customer-serving organisations: the bank, CDL, and FCMB Pensions, each attaining NPS figures of 77, 67, and 52, respectively. This trust underpins customer loyalty, talent attraction, and durable franchise value.

# Sustainability Report

At FCMB, we remain resilient through our Environment, Social and Governance approach:



## Focus Areas

ESG Category	Initiatives	UN SDG
Environmental Impact	<ul style="list-style-type: none"> <li>Climate Risk Management</li> <li>Agriculture and Food Security</li> <li>Waste, Resource Efficiency and Pollution Management</li> <li>Renewable Energy and Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>SDG 2 (Zero Hunger)</li> <li>SDG 7 (Affordable and Clean Energy)</li> <li>SDG 9 (Industry, Innovation &amp; Infrastructure)</li> <li>SDG 11 (Sustainable Cities and Communities)</li> <li>SDG 12 (Responsible Consumption and Production)</li> <li>SDG 13 (Climate Action)</li> </ul>
Social Impact	<ul style="list-style-type: none"> <li>SME &amp; Enterprise Financing</li> <li>Women Economic Empowerment</li> <li>Financial Inclusion and Access to Finance</li> <li>Education, Learning and Skills Development</li> <li>Community Investment and Social Development</li> <li>Job Creation and Livelihood Support</li> <li>Youth Empowerment and Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>SDG 1 (No Poverty)</li> <li>SDG 4 (Quality Education)</li> <li>SDG 5 (Gender Equality)</li> <li>SDG 8 (Decent Work and Economic Growth)</li> <li>SDG 9 (Industry, Innovation and Infrastructure)</li> <li>SDG 10 (Reduced Inequalities)</li> <li>SDG 11 (Sustainable Cities and Communities)</li> <li>SDG 17 (Partnerships for the Goals)</li> </ul>

## Sustainability Report

ESG Category	Initiatives	UN SDG
Governance	<ul style="list-style-type: none"> <li>Workplace Culture, Diversity and Employee well-being</li> <li>Digital Transformation – Technology and Cybersecurity</li> <li>Risk Management and Internal Control</li> <li>Employee Welfare, Health and Well-being</li> <li>Reporting, Disclosure and Regulatory Compliance</li> <li>Accountability, Ethics and Transparency</li> <li>Safe and Healthy Working Conditions</li> </ul>	<ul style="list-style-type: none"> <li>SDG 3 (Good Health and Wellbeing)</li> <li>SDG 5 (Gender Equality)</li> <li>SDG 8 (Decent Work and Economic Growth)</li> <li>SDG 9 (Industry, Innovation and Infrastructure)</li> <li>SDG 10 (Reduced Inequalities)</li> <li>SDG 12 (Responsible Consumption and Production)</li> <li>SDG 16 (Peace, Justice and Strong Institutions)</li> </ul>

### Climate Risk Management

FCMB embeds risk-management financing practices within its Environmental and Social Management System (ESMS) to strengthen how it evaluates, structures and monitors loans and facilities, including exposures to carbon-intensive sectors (₦880,243,638,746.03). At the core of this approach is the integration of environmental and social considerations into the bank's credit appraisal and approval process — ensuring that lending decisions go beyond pure financial metrics to assess potential environmental impact, social risks, and compliance with both national regulations and international best practices. This system strengthens the bank's compliance with the Nigerian Sustainable Banking Principles and helps manage risks such as pollution, community displacement, or adverse health and safety outcomes, thus protecting the bank's asset quality, with layers of guidance from the Board Risk Committee (BRC), through the Management Risk Committee (MRC), to individuals with assigned authority limits. We also have a strict Risk Acceptance Criteria template that guides our lending appetite and requirements.

In practical terms, the ESMS desk supports risk management financing by setting clear policies and procedures that guide every stage of the project life cycle. FCMB's ESMS also embeds mechanisms for ongoing compliance tracking and monthly internal sustainability reporting. By doing so, the bank cultivates more resilient credit portfolios, enhances its ability to manage emerging risks — including climate-related and social concerns — and channels financing toward projects that align with sustainable development priorities, demonstrating that disciplined risk management and environmental-social stewardship can coexist with profitable banking operations.

### Agriculture and Food Security Financing

FCMB continues to play a significant role in strengthening Nigeria's agriculture and food systems through a diversified and value-chain-driven financing strategy. The Bank's agricultural portfolio spans primary agricultural production financing, anchor-led value chain models, commodity and structured trade finance, agro-processing and manufacturing finance, export development, and input and equipment vendor financing. This integrated approach ensures that financing reaches farmers, aggregators, processors, and exporters across the agricultural ecosystem. As a result, FCMB's agriculture assets grew from ₦204.3 billion in December 2023 to ₦364.6 billion in December 2025, representing a 35% year-on-year growth, with transaction volumes increasing by 39%, 33%, and 35% over the respective years. The Bank also expanded its agro-processing and manufacturing finance portfolio to ₦340 billion, reflecting 26% YoY growth, while generating ₦31.8 billion in interest and fee income, underscoring the commercial viability of sustainable agriculture financing.

### Agriculture – Economic and Trade Impact

Through its agriculture and food security interventions, FCMB reached 196,012 smallholder farmers, supported by over 22,700 trained rural agents equipped with FCMB Android-based POS systems, deepening financial inclusion in underserved communities. Lending to the agriculture sector expanded by 27%, with an additional ₦69.5 billion deployed to agribusinesses, while ₦238.2 million was directly disbursed to smallholder farmers via the Agric Agency Banking Team. These efforts generated approximately ₦31 billion in interest and



fees for the Bank, demonstrating alignment between impact and profitability. In parallel, FCMB strengthened Nigeria's non-oil export capacity by providing an additional US\$125 million in funding to export-oriented agribusinesses, supporting foreign exchange earnings and export diversification. Strategic partnerships with institutions such as AFREXIM, BOI, NEXIM, IFC, AfDB, DBN, NADF, FMO, BII, GIZ, PropCom+ and the MasterCard Foundation further enhanced the scale, affordability, and risk-sharing capacity of the Bank's agriculture financing.

### Agriculture – Inclusion Outcomes

FCMB's agriculture financing delivers social and environmental dividends alongside economic outcomes. Value-chain financing connects farmers to off-takers, aggregators, and processors, reducing post-harvest losses through improved storage, aggregation, and logistics, while creating employment opportunities across expanded farming and processing operations. Environmental benefits include reduced pressure on forests through improved productivity on existing farmlands, the promotion of sustainable agricultural practices through farmer training in modern techniques, and increased adoption of renewable energy solutions to lower reliance on fossil fuels. Inclusion remains central to the strategy, with over 47% of beneficiaries (approximately 92,915 smallholder farmers) comprising women and youths aged 18–35. Targeted initiatives, such as the ₦798 million partnership with the National Agricultural Development Fund (NADF) to empower 5,000 young women in Oyo State to cultivate cassava, reinforce FCMB's commitment to gender-responsive and youth-focused financing. Collectively, these interventions reduce waste, expand access to international markets, and position agriculture as a sustainable pathway for food security, livelihoods, and long-term economic resilience.

### Renewable Energy Financing and Efficiency – REFE

FCMB has been actively scaling financing solutions that advance sustainable energy deployment across Nigeria. A cornerstone of this strategy is the provision of tailored energy finance loan products that help households, SMEs, and corporate clients acquire solar panels, batteries, inverters, and other renewable energy equipment, with flexible repayment terms designed to ease the transition from fossil fuel dependence to cleaner alternatives. These products are part of the bank's broader efforts to support off-grid, mini-grid, and energy-efficient projects, helping bridge the financing gap in the renewable energy sector and accelerate the adoption of decentralised clean energy nationwide. Such interventions not only reduce greenhouse gas emissions from diesel-powered generators but also contribute to energy security and economic resilience — key pillars of FCMB's climate and sustainable development agenda.

Beyond direct financing, FCMB utilises strategic partnerships and capacity-building to expand its climate financing impact; consequently, the emission reduction portfolio grew 545% year-on-year to reach N3.2 billion. Collaborations with development partners such as Proparco, the IFC, AfDB, and others enable FCMB to mobilise concessional funding and technical support for renewable energy developers and SMEs, amplifying capital flows into climate-friendly sectors and enhancing risk-sharing mechanisms. The bank also champions stakeholder engagement through workshops and awareness programs focused on sustainable energy finance, fostering innovation and expanding market understanding of climate risks and clean energy opportunities. Internally, FCMB pursues operational carbon reduction — such as transitioning branches to solar power, while positioning itself as a key financier in Nigeria's journey toward a low-carbon, climate-

## Sustainability Report

resilient economy. These combined efforts directly support its carbon net-zero goals and help cultivate a financial ecosystem that rewards environmental stewardship and sustainable growth.

### Agent Banking, Financial Inclusion and Access to Finance

FCMB continues to deepen financial inclusion and expand access to finance through a scalable, technology-enabled agent banking and inclusive lending model targeting women entrepreneurs, microenterprises, MSMEs, smallholder farmers, and informal sector participants. Within its group-lending business, the Bank disbursed 83,000 loans valued at ₦1.9 trillion to women-led enterprises, micro businesses, and SMEs, enabling enterprise growth, income stability, and household resilience. FCMB also deployed ₦21.1 billion at single-digit interest rates to 65,000 individuals, including smallholder farmers, petty traders, and MSMEs, lowering the cost of capital for underserved segments and reinforcing the Bank's commitment to responsible and inclusive finance.

Through its agency banking network, FCMB onboarded 24,000 agents, acquired over 210,000 new customers, and processed more than 90 million transactions, driving total transaction volumes to approximately ₦1.2 trillion. This channel has been instrumental in bridging the last-mile gap, especially in rural and peri-urban communities, by delivering affordable, accessible, and reliable banking services closer to where people live and work. As a result, 206,430 previously unbanked individuals were integrated into the formal financial ecosystem, with each customer accessing at least one banking product or service, marking a step toward reducing financial exclusion and supporting national inclusion targets.

Beyond access, FCMB emphasises capability building and long-term impact as critical pillars of its financial inclusion strategy. The Bank delivered structured capacity-building and financial literacy sessions to over 4,000 beneficiaries, equipping them with essential skills in money management, business planning, and responsible borrowing.

These interventions strengthen the quality of financial participation, enhance loan performance, and ensure that access to finance translates into lasting economic empowerment.

Collectively, FCMB's agent banking and inclusion initiatives demonstrate how commercially viable banking models can deliver social impact while expanding market reach and strengthening the resilience of Nigeria's informal and MSME sectors.

FCMB strengthened its inclusive finance agenda by deepening strategic partnerships that expand access to affordable capital, digital financial services, and capacity-building for underserved groups. Through its ongoing collaboration with the Mastercard Foundation under the MSME Revitalisation Project, the Bank provided single-digit interest rate financing to young entrepreneurs, with a deliberate emphasis on female-led enterprises. Under this initiative, 65,583 participants received a total disbursement of ₦21.2 billion, enabling business recovery, job creation, and improved economic resilience among youth and women across key sectors of the economy.

To further advance digital financial inclusion, FCMB partnered with Women's World Banking to onboard and empower female banking agents, particularly in Nigeria's Northern region, where financial access gaps are more pronounced. This initiative strengthens last-mile delivery, increases women's participation in financial value chains, and enhances trust and uptake of formal banking services within underserved communities. By positioning women as both service providers and beneficiaries, the Bank operationalises its commitment to gender-responsive financial inclusion and inclusive growth.

In parallel, FCMB expanded its global collaboration footprint by joining the World Savings and Retail Banking Institute (WSBI), unlocking new opportunities for strategic partnerships, knowledge exchange, and innovation in retail and inclusive banking. The Bank also sustained its partnership with Opportunity International, leveraging technical assistance and sector expertise to scale solutions in the education finance (edu-finance) space. Collectively, these partnerships enhance FCMB's capacity to design impact-driven financial products, mobilise blended finance, and deliver sustainable outcomes aligned with national development priorities and global financial inclusion goals.

## Sustainability Report

### SME & Enterprise Financing

In 2025, FCMB's SME portfolio spanned key sectors including agriculture, forestry and fishing; manufacturing; construction; power and energy; oil and gas; transportation and storage; water supply, sewage, waste management and remediation activities; information and communication; professional, scientific and technical services; real estate; healthcare and human health services; education; administrative and support services; arts, entertainment and recreation; general commerce; finance and insurance; and government-related enterprises. This wide sectoral exposure supports economic diversification while reducing concentration risk within the SME book.

With a total SME and Enterprise portfolio value of ₦537.5 billion in 2025, FCMB recorded a 5.43% year-on-year growth, reflecting disciplined portfolio expansion amid a challenging macroeconomic and operating environment. Growth was supported by targeted financing for productive assets, working capital, and infrastructure-linked SMEs, alongside enhanced credit underwriting and risk monitoring frameworks.

Beyond financing, FCMB complements capital deployment with capacity-building initiatives, advisory support, and digital banking solutions that enhance SME cash flow management, operational efficiency, and sustainability. By aligning enterprise financing with priority sectors and national development objectives, FCMB continues to strengthen SME resilience while safeguarding portfolio quality.

Overall, FCMB's SME and Enterprise Financing demonstrates its commitment to inclusive finance, private-sector-led growth, and sustainable economic development.

### Women's Economic Empowerment – Women in Business

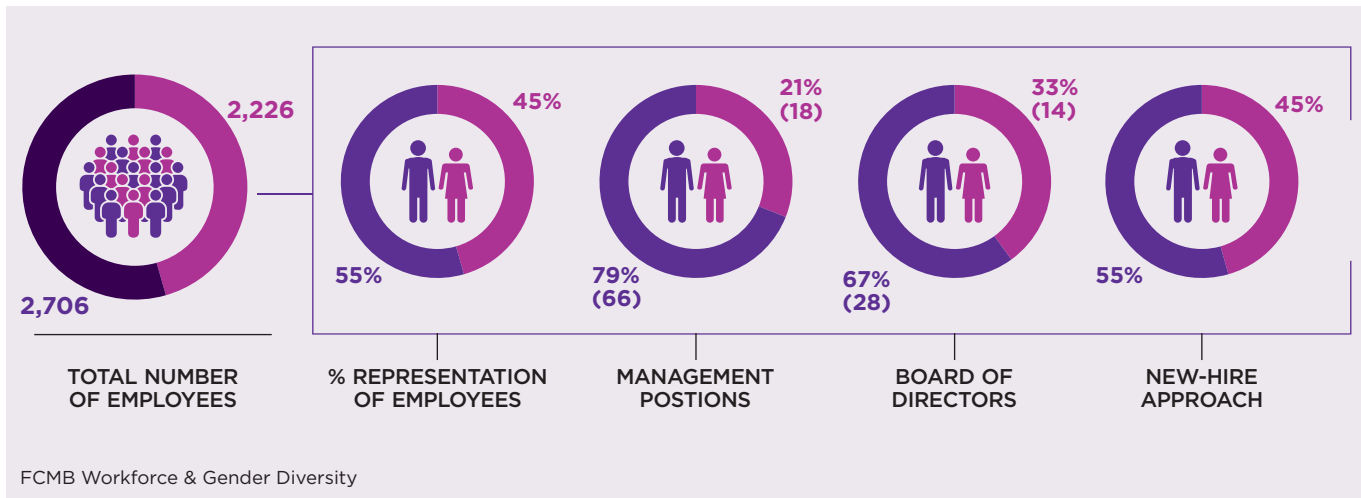
FCMB continues to advance women's economic empowerment by scaling targeted financing solutions for women-owned businesses, reinforcing its commitment to inclusive growth and gender-responsive banking. Between FY-2023 and FY-2025, the Bank saw momentum in its women-focused risk assets, with portfolio volumes rising from ₦20.9 billion in FY-2023 to ₦30.5 billion in FY-2024 and then to ₦51.7 billion in FY-2025. This represents 46% year-on-year growth between FY-2023 and FY-2024, followed by 70% growth between FY-2024 and FY-2025, reflecting sustained demand, improved product design, and prioritisation of women-led enterprises within FCMB's lending strategy.

During this period, FCMB provided financing to 2,874 women-owned businesses, totalling ₦51.7 billion in lending. These interventions enabled women entrepreneurs to expand operations, improve working capital cycles, invest in productive assets, and strengthen their participation across key economic sectors. By improving access to finance for women-led enterprises, traditionally underserved by formal financial institutions, FCMB enhances business resilience and job creation and contributes to household income stability and broader community development.

To deepen impact and address non-financial barriers to growth, FCMB provided about 2000 WSMEs with structured mentorship programs, supported over 1000 WSMEs with accelerator programs, capacity building and networking events, and shared market resources with over 500 WSMEs. FCMB also organised programs to celebrate International Women's Day with global partnership opportunities and



## Sustainability Report



partnered with British International Investment and the Value Project for Women, combining capital deployment with targeted technical assistance. This collaboration focuses on strengthening FCMB's internal capacity to better serve women-owned SMEs and channel funding to underserved women entrepreneurs, particularly in Northern Nigeria, where access gaps are more pronounced. Through this blended approach of finance, advisory support, and partnerships, FCMB continues to build a scalable women-in-business ecosystem that delivers measurable economic impact and reinforces the Bank's long-term sustainability and inclusion objectives.

### Workplace Gender – Diversity, Equity and Inclusion

FCMB has demonstrated a sustained commitment to gender inclusion and women's empowerment across its workforce and business engagements by organising International Women's Day (IWD) annually for six consecutive years. These engagements provide a platform to celebrate women's achievements, promote inclusive leadership, and advance conversations on gender equity across the Bank and its wider stakeholder community.

Throughout the year, FCMB consistently reaffirms its commitment to fostering an equitable workplace culture that supports the professional growth, well-being, and leadership aspirations of women. We have 28 males to 14 females representation at the board level, 66 males to 18 females at the executive management level and 55% Male to 45%

Female representation across the entire employee population, including three employees living with some disabilities. We are mindful of maintaining a balance in our new-hire approach, with 45% F:55% M representation. Collectively, these initiatives underscore FCMB's commitment to a diverse, supportive, and engaged workplace where employees can thrive and contribute to the Bank's long-term success.

### Purpose-Led Growth and Development Impact

FCMB's financial performance is closely aligned with its purpose of enabling inclusive and sustainable economic development.

In 2025, the Bank increased its sustainable finance portfolio to ₦364 billion and deployed an additional US\$125 million to support non-oil export businesses, including farmers and processors—strengthening value chains, improving foreign exchange earnings, and supporting inclusive growth.

FCMB raised \$2,782,733,000 from DFIs and other organizations for on-lending to support the SDGs, including Grants, Technical Assistance and Portfolio Guarantees. SME lending grew by 28% to ₦537.5 billion, while retail lending expanded by 26.45% to ₦356.5 billion, reflecting FCMB's commitment to expanding access to finance across households and enterprises. The Capital Markets business further supported corporate and institutional clients by leading or participating in 70 transactions, raising over ₦3.79 trillion and reinforcing FCMB's role in mobilising long-term capital for economic growth.

# Sustainability Report

## Innovation and Digital Transformation

Innovation remains a core driver of FCMB's growth and operating efficiency. In 2025, digital revenue reached ₦144.9 billion, reflecting increased adoption of digital channels and data-driven products.

Credit Direct's AI-powered assistant, CLARA, enabled ₦3.3 billion in loan disbursements, generated ₦1.2 billion in revenue, and supported over 170,000 customer interactions, enhancing credit access while improving risk efficiency. The Group commenced self-service account opening and onboarding via the FCMB mobile app, averaging 73,322 new accounts per month, significantly improving accessibility and customer experience. Payment revenues on the app increased by 17% year-on-year to ₦13.5 billion by December 2025. In parallel, Temi, the Bank's AI assistant, handled over 2.19 million customer interactions, reinforcing scalable service delivery.

## Climate Adaptation: Managing Physical Risk and Building Resilience

FCMB recognises that physical climate risks—including flooding, heat stress, and climate variability—present immediate and material threats to client cash flows, collateral values, and operational continuity, particularly across agriculture, SMEs, and infrastructure-linked portfolios.

To address these risks, FCMB has embedded resilience financing and operational adaptation into its business and risk management frameworks.

**Adaptation initiatives** at FCMB include:

- Physical Risk & Resilience Lending:**  
 FCMB provides targeted financing for climate-smart agriculture, flood-resilient infrastructure, water management solutions, and resilient SME assets. These investments enhance clients' adaptive capacity, stabilise revenues, and reduce default risk in climate-vulnerable sectors and locations.
- SME and Enterprise Resilience Support:**  
 Through diversified SME financing across agriculture, manufacturing, energy, water management, transportation, and services, FCMB supports productive assets and

supply chains that are better able to withstand climate shocks, thereby reducing concentration and physical risk exposure within the loan book.

- Operational Resilience Measures:**  
 The deployment of solar energy systems across 163 branches enhances energy reliability and business continuity during grid disruptions and extreme weather events, particularly in regions exposed to flooding and heat.
- Community-Level Adaptation and Environmental Interventions:**  
 Initiatives such as environmental sanitation support in the Marina business district, urban greening partnerships, and climate education programmes strengthen local environmental resilience and reduce indirect operational and reputational risks.

Collectively, these actions reduce physical credit risk, enhance portfolio stability, and demonstrate FCMB's preparedness for increasing regulatory and supervisory focus on climate risk management.

## Climate Mitigation: Reducing Emissions and Supporting the Low-Carbon Transition

FCMB's mitigation strategy focuses on reducing the Bank's operational carbon footprint while enabling clients to transition toward lower-carbon business models.

**Mitigation initiatives** at FCMB include:

- Low-Carbon Operations:**  
 The Bank's transition to alternative energy sources, including solar power across 163 branches, has reduced reliance on fossil fuels and diesel generators, lowering Scope 1 and Scope 2 emissions from day-to-day operations.
- Operational Efficiency and Waste Management:**  
 FCMB has implemented responsible waste management practices, including sewage recycling, engaging licensed waste evacuation providers, and improving vendor service standards nationwide. These measures reduce environmental pollution and operational carbon emissions.

## Sustainability Report

- Green Workplace Optimisation:**  
 Major remodelling and environmental upgrades at 16 locations have improved energy efficiency, workspace quality, and resource use, supporting long-term emissions reduction and employee wellbeing.
- Digitalisation and Process Optimisation:**  
 The adoption of automated driver assessments, visitor management systems, and location-monitoring technologies reduces operational inefficiencies, paper use, and unnecessary travel, thereby contributing indirectly to emissions reduction.
- Climate-Aligned Financing:**  
 Through financing in renewable energy, energy-efficient infrastructure, and technology-enabled agriculture, FCMB supports emissions reduction within its financed portfolio, addressing transition risks across key economic sectors.

### Sustainability and Board Oversight at FCMB

At FCMB, sustainability governance is anchored at the Board level, reflecting the Bank's conviction that effective oversight of sustainability-related risks and opportunities is essential to long-term value creation, balance sheet resilience, and stakeholder trust. The Board exercises ultimate responsibility for setting the tone, direction, and accountability framework for sustainability across the Group.

Sustainability oversight is supported by a structured Committee framework that aligns sustainability governance with existing responsibilities: Board Risk Committee oversees sustainability and climate-related financial risks, ensuring integration into enterprise risk management, credit governance, and stress testing.

### Ethics & Compliance, Code of conduct, Responsible Banking, Anti-corruption and Whistleblowing

Ethics, compliance, and conduct are the foundational drivers of sustainable value at FCMB. The governance framework is supported by a comprehensive suite of policies, standards, and controls that guide decision-making, protect stakeholders, and reinforce accountability across the organisation.

FCMB's Code of Conduct sets out the principles and behaviours expected of Directors, Management, and employees. It establishes a clear standard for integrity, professionalism, fairness, and respect in all interactions with customers, regulators, business partners, and communities.

The Code addresses, among others: Conflicts of interest, Fair treatment of customers, Confidentiality and data protection, Gifts, hospitality, and inducements & Compliance with laws, regulations, and internal policies

### Anti-Corruption and Anti-Bribery

FCMB maintains policies designed to prevent bribery, corruption, fraud, and other unethical practices. Anti-corruption requirements are embedded in our Code of Conduct and supported by dedicated policies, procedures, and internal controls.

Key measures include:

- Clear prohibition of bribery and corrupt practices,
- Risk-based controls and due diligence on third parties,
- Employee training and awareness programmes & Investigation and disciplinary processes for breaches.

These measures are designed to prevent financial loss, legal exposure, and reputational damage, while reinforcing a culture of integrity.

### Whistleblowing

FCMB encourages speaking up through its whistleblowing framework, which provides secure, confidential channels for employees and external stakeholders to report concerns without fear of retaliation. Reports may cover unethical behaviour, fraud, regulatory breaches, or other misconduct.

The whistleblowing process is governed by clear procedures that ensure confidentiality and protection of whistleblowers; independent investigation of reported matters; appropriate escalation and remediation, and oversight by relevant Board Committees.

This framework strengthens governance, enhances risk detection, and reinforces trust across the organisation.

# Sustainability Report

## Physical Risk & Resilience Lending

To mitigate the financial impacts of physical climate risks – including flooding, heat stress, and increasing climate variability. FCMB has embedded resilience and adaptation financing into its credit strategy. The Bank channels funding towards climate-smart agriculture, flood-resilient infrastructure, water and drainage management solutions, and resilient productive assets for SMEs operating in climate-vulnerable regions.

These targeted investments strengthen clients' operational continuity, safeguard cash-flow stability, and preserve collateral values, thereby reducing downside credit risk for the Bank. At the same time, they enhance the adaptive capacity of households, businesses, and communities, supporting long-term economic resilience amid evolving climate conditions.

FCMB's physical risk and resilience lending portfolio demonstrated sustained growth, increasing from ₦425.1 billion in 2024 EoY to ₦509.9 billion in 2025 – June (19.95% growth), and further to ₦537.5 billion in 2025 (5.43% growth). The expansion in 2024 reflects deliberate scaling of adaptation-focused financing in response to heightened flood and heat-related risks, while the moderated growth in 2025 signals portfolio consolidation and improved risk calibration.

Overall, FCMB's approach affirms its commitment to climate-resilient economic development, aligning risk management objectives with sustainable finance outcomes.

## Community Investment and Social Impact

Through structured community investment initiatives and donations, FCMB supports social development priorities, including education, empowerment, and community resilience. These interventions are designed to deliver measurable impact while strengthening relationships with stakeholders and supporting the long-term stability of the environment in which the Bank operates. FCMB's community investment strategy is anchored on education, empowerment, health, and environmental sustainability, delivering long-term, inclusive impact aligned with national development priorities and the United Nations Sustainable Development Goals

(SDGs). Through sustained partnerships and targeted interventions, the Bank addresses structural social challenges while strengthening human capital and community resilience.

## Education

Education remains a cornerstone of FCMB's social investment approach, reflecting the Bank's belief that quality education is fundamental to sustainable development and economic inclusion.

Through its Education Sponsorship Programme, FCMB annually supports five high-performing students from Ijebu Muslim College, providing the financial assistance required to safeguard access to quality education and drive social mobility within underserved communities (SDG 4).

Since 2007, FCMB has maintained uninterrupted scholarship support to the Bethesda Child Support Foundation, representing a 19-year commitment to education as a driver of national development. The programme has supported over 5,000 beneficiaries, contributing to improved academic outcomes, reduced dropout rates, and strengthened long-term human capital formation among less-privileged children (SDG 4).

FCMB's commitment to financial capability development is demonstrated through its Financial Literacy Day initiative. Over 11 years, the programme has reached more than 30,000 students across 300 schools, spanning Nigeria's six geopolitical zones. Launched in collaboration with the Central Bank of Nigeria in 2014, the initiative promotes responsible financial behaviour, long-term empowerment, and intergenerational financial security (SDGs 1 and 8).

The Bank has also commemorated World Savings Day for over a decade, delivering nationwide financial literacy outreach to secondary schools and reinforcing savings culture, financial inclusion, and economic resilience among young people (SDGs 1 and 8).

Since 2019, FCMB's partnership with the Art Slum Foundation has supported over 5,000 out-of-school children by providing learning materials and access to basic education. The initiative promotes educational inclusion and creates pathways for improved socio-economic outcomes among

# Sustainability Report

vulnerable populations. The programme has also reached more than 30,000 students across 300 schools, spanning Nigeria's six geopolitical zones (SDGs 1, 4, and 8).

## Empowerment

FCMB's empowerment initiatives focus on expanding economic participation, building skills, and supporting vulnerable groups to achieve sustainable livelihoods.

Launched in 2024, A Different Kind of Love is FCMB's flagship inclusion programme for visually impaired people (VIPs). The initiative delivers education support, livelihood empowerment, economic opportunities, and household assistance, reaching over 1,500 beneficiaries and reinforcing dignity, equity, and social inclusion for people with disabilities (SDGs 1, 4, and 8).

For the fourth consecutive year, FCMB sustained its partnership with Flip-To-Tech, providing free coding and animation training to Nigerian children. In 2025, over 5,000 students across 100 Lagos schools benefited, strengthening digital literacy, creativity, and future workforce readiness, while promoting equal access to ICT education (SDG 8).

In collaboration with the Dutch Entrepreneurial Development Bank (FMO), FCMB launched a ₦20 million AgriTech Investment Readiness Programme in 2025, marking the fifth edition of its AgriTech initiative. The programme supports high-potential Agritech startups through structured training, mentorship, and investment preparedness, positioning FCMB as a key enabler of technology-driven agricultural transformation (SDGs 8 and 9).

Through its partnership with the Tender Hearts Foundation, FCMB has provided grants to over 1,000 women entrepreneurs, strengthening household incomes, enhancing food security, and improving the resilience of women-led enterprises (SDGs 1 and 2).

Since 2016, FCMB's collaboration with the Youth Empowerment Foundation has delivered a 12-month skills acquisition and entrepreneurship programme for youths in Ibadan, Lagos, and Abuja. Over nine years, the initiative has impacted more than 5,000 beneficiaries, supporting self-employment, gender inclusion, and sustainable economic development (SDGs 1, 2, 4, and 5).

## Health

FCMB's health interventions prioritise wellbeing, access to essential services, and improved productivity within underserved communities.

Since 2009, FCMB has partnered with the Tulsi Chanrai Foundation on the Priceless Gift of Sight initiative, addressing avoidable blindness through free cataract surgeries and eye health outreach. Over 16 years, the programme has impacted more than 400,000 beneficiaries nationwide, improving quality of life, productivity, and economic participation. In 2025, interventions were delivered across Calabar, Abuja, and Kebbi (SDGs 1, 2, 3, and 4).

In partnership with Cogniskills Limited, FCMB delivered specialised educational and developmental support for children with special educational needs. The programme reached over 50 beneficiaries, improving wellbeing, inclusion, and pathways to future employability (SDGs 3 and 8).

In December 2025, FCMB, in partnership with the Tender Hearts Foundation, executed a Food Bank Initiative to support vulnerable groups, including widows and single mothers. Reaching over 300 beneficiaries, the intervention addressed immediate food insecurity while strengthening household stability (SDGs 1, 2, 3, and 4).

## Environment

FCMB integrates environmental sustainability into its community investments, supporting cleaner cities and climate awareness.

For the tenth consecutive year, FCMB sustained its partnership with the Lagos State Government to support environmental sanitation in the Marina business district. The programme provides wages, equipment, and protective gear for sanitation workers, supporting 23 beneficiaries while promoting cleaner public spaces and improved public health outcomes (SDGs 3, 6, 8, and 11).

Since 2024, FCMB has partnered with the Lagos Urban Development Initiative (LUDI) to deliver the Green Lagos Competition, empowering youths to design innovative, scalable solutions for urban greening. With over 500

## Sustainability Report

participants, the initiative fosters environmental awareness, innovation, and sustainable urban development (SDGs 8 and 11).

FCMB also marked World Environment Day at the Lekki Conservation Centre, engaging students in climate education and environmental protection activities, reinforcing the Bank's commitment to climate action and environmental stewardship (SDG 13).

### Stewardship for the Future

The Board remains committed to continuous improvement in sustainability governance, transparency, and disclosure, in line with evolving regulatory and investor expectations. Our stewardship approach is anchored in the belief that governance, disciplined risk management, and responsible banking are inseparable from long-term value creation. Through sustained oversight and accountability, FCMB will continue to build a resilient institution—one that delivers competitive returns, earns stakeholder trust, and plays a constructive role in shaping a sustainable financial system.

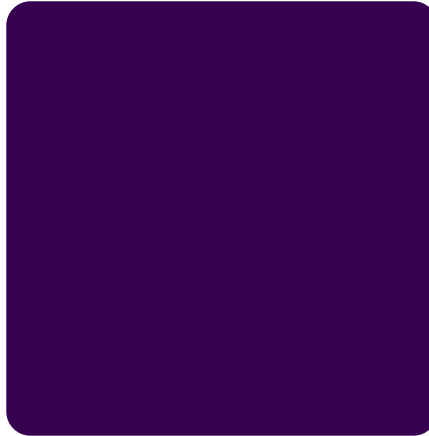
### Looking Ahead

FCMB is committed to building a resilient institution that delivers competitive returns. We create value by influencing positive economic outcomes and contributing to Nigeria's national development. In doing so, we reinforce our position as a forward-looking financial institution aligned with the evolving expectations of regulators, investors, and communities. Sustainability continues to shape how we grow, manage risk, and create value for shareholders and society. Through disciplined execution and clear accountability, FCMB is well positioned to deliver sustainable returns while supporting Nigeria's economic development and the stability of the financial system.

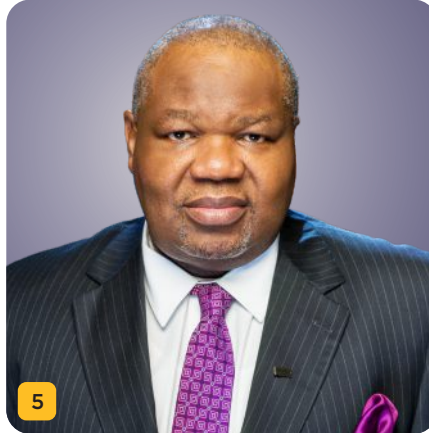
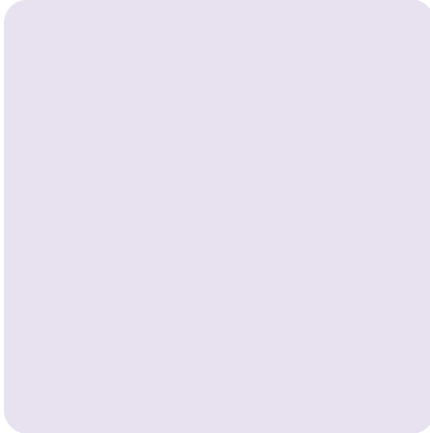
## Board of Directors\*



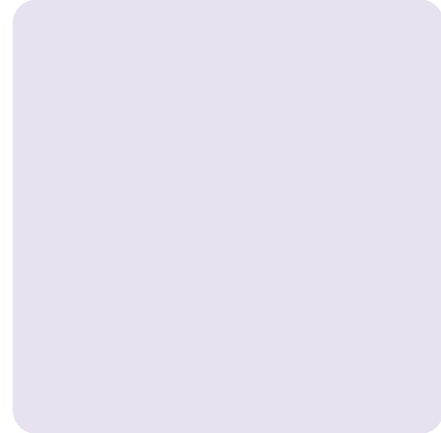
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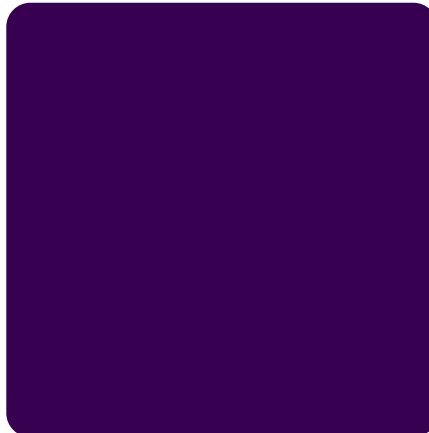
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**1 Mr. Oladipupo Jadesimi**  
Non-Executive Director (Chairman)

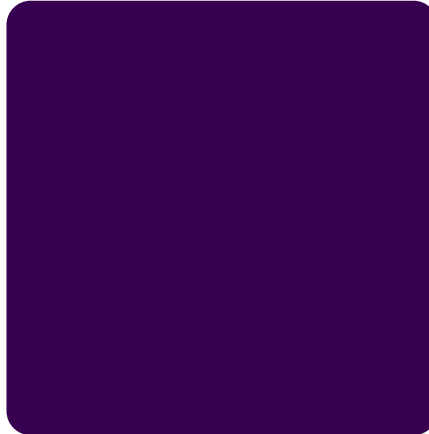
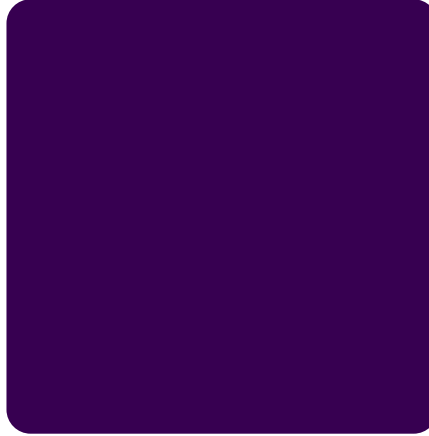
**2 Mr. Ladi Balogun**  
Group Chief Executive

**3 Mr. Gbolahan Joshua**  
Executive Director (Chief Operating Officer)

**4 Olufemi Badeji**  
Executive Director  
(Coverage & Investment Banking)

**5 Professor Oluwatoyin Ashiru, OON**  
Non-Executive Director

**6 Mrs. Olapeju Sofowora**  
Non-Executive Director



**7** **Dr. (Engr) Gregory Omosigho Ero**  
Non-Executive Director

**8** **Mrs. 'Tokunboh Ishmael**  
Non-Executive Director

**9** **Ms. Muibat Ijaiya**  
Non-Executive Director

**10** **Alhaji Mustapha Damcida**  
Non-Executive Director

## Directors' Profiles

### Mr. Oladipupo Jadesimi

#### Chairman

Mr. Oladipupo Jadesimi was born on 12 July 1942. He has an Oxford MA (Honours) in Law and was a jurisprudence scholar at the University of Oxford from 1963 to 1966. He was a senior with Coopers and Lybrand Lagos from 1966 to 1970, before moving to Nigerian Acceptances (later NAL Plc) as General Manager, Corporate Finance and Investment Banking, a role he occupied from 1971 to 1972, with responsibility for most of the initial IPOs that were listed on the nascent Nigerian Stock Exchange. From 1978 to 1982, he worked with Arthur Andersen now KPMG, the then largest accounting firm in the world, where he was the sole Nigerian founding partner of the Firm. He is a Fellow of the Institute of Chartered Accountants in England and Wales (FCA) and a member of the Institute of Canadian Institute of Certified Public Accountants (CPA). Mr. Jadesimi joined the Board of FCMB Group Plc on 27 December 2017 as a Non-Executive Director and was appointed Chairman of the Board on 8 March 2018.

### Mr. Ladi Balogun

#### Group Chief Executive

Mr. Ladi Balogun was born on 12 April 1972. He holds a bachelor's degree in Economics from the University of East Anglia, UK and an MBA from Harvard Business School, US. He began his banking career in 1993 at Morgan Grenfell & Co Limited, where he worked in the areas of risk management and corporate finance (debt origination). Subsequently, he worked at Citibank in New York before returning to Nigeria as an Executive Assistant to the Chairman and Chief Executive in 1996. He was appointed as an Executive Director in charge of the Institutional Banking Group (IBG) in 1997. In 2000, he was made Executive Director in charge of Strategy and Business Development, and in 2001 he rose to the position of the Bank's Deputy Managing Director and was subsequently appointed Managing Director of First City Monument Bank Plc (now First City Monument Bank Limited). Mr. Ladi Balogun became the Group Chief Executive of FCMB Group Plc effective 14 March 2017.

### Mr. Gbolahan Joshua

#### Executive Director (Chief Operating Officer)

Mr. Gbolahan Joshua was born on 17 March 1975. He has served in various leadership capacities as CFO, CIO and COO. Prior to joining FCMB Group as Chief Operating Officer (COO), he was the Executive Director, Chief Operations and Information Officer with Fidelity Bank Plc, where he led various transformation

initiatives. He was the Project Director for several initiatives including the technology refresh project, digital transformation project and 3 successful International and local debt capital raising transactions in the last 5 years. He attended Kings College Lagos, is a graduate of Olabisi Onabanjo University, an Associate Member (ACA) of the Institute of Chartered Accountants of Nigeria (ICAN) and a Senior Member (HCIB) of the Chartered Institute of Bankers (CIBN). Mr. Joshua joined the Board of FCMB Group Plc effective 2 September 2021.

### Mr. Olufemi Badeji

#### Executive Director (Coverage & Investment Banking)

Mr. Olufemi Badeji was born on 9 January 1975. He has over 15 years of investment banking experience in the US, Nigeria and South Africa. Mr. Badeji has worked for the now defunct Lehman Brothers and Houlihan Lokey in the US. Moving back to Nigeria in October 2009, he worked as a Vice President for FCMB Capital Markets. In September 2011, he joined Rand Merchant Bank and was the Head of Corporate Finance for Nigeria until he joined FCMB Group Plc on 2 October 2019.

### Professor Oluwatoyin Ashiru, OON

#### Non-Executive Director

Professor Oluwatoyin Ashiru was born on 28 July 1954. He is a graduate of the University of Sussex in Brighton, UK, where he obtained a BSc in Materials Science and Engineering. He concluded his PhD at the University of Birmingham, UK in Industrial Metallurgy.

He began his career as a lecturer in mechanical engineering at the Universities of Lagos and Ibadan before serving as Nigerian Senior Research Fellow at the International Tin Research Institute in the UK. He is currently the Managing Director/CEO of Tricontinental Oil Services Ltd. Professor Ashiru has extensive project management experience in major international refining, chemical, petrochemical, offshore oil and gas development, pipeline, infrastructure and power generation projects ranging from US\$40 million to US\$2 billion.

Professor Ashiru holds American, British, European, Brazilian, and other international patents for products and systems that he invented. He joined the Board of FCMB Group Plc on 23 December 2013 and retired with effect from December 31, 2025.

## Directors' Profiles

### Mrs. Olapeju Sofowora

#### Independent Non-Executive Director

Mrs. Olapeju Sofowora was born on 5 August 1964. She is a Fellow, Institute of Chartered Accountants of Nigeria and a member of the Chartered Institute of Taxation of Nigeria.

She holds a treasurer's dealership certificate jointly issued by the Chartered Institute of Bankers of Nigeria and Money Market Association of Nigeria (now the Financial Markets Dealers Association of Nigeria) and is also a certified information systems auditor. The founding partner of Abax-Oosa Professionals, a firm of chartered accountants, Mrs. Sofowora has several years of professional work experience that cuts across banking, human resources consultancy, tax advisory, finance and accounting.

Mrs. Sofowora joined the Board of FCMB Group Plc on 27 December 2017 and retired with effect from December 31, 2025.

### Mrs. 'Tokunboh Ishmael

#### Non-Executive Director

Mrs. 'Tokunboh Ishmael was born on 28 March 1966. She is an alumna of the London Business School and the University of London. She is a Chartered Financial Analyst and a member of the CFA Institute and the board of the African Venture Capital Association.

She has over 20 years' experience spanning investment banking, private equity investing, technology and new business development in the USA, Europe and Africa. She served diligently on the Board of First City Monument Bank Limited (the Bank) from January 2013 to February 2020 and has over the years been of tremendous positive influence on the Bank's innovative drive. Mrs. Ishmael joined the Board of FCMB Group Plc effective 28 April 2020 and retired with effect from April 30, 2025.

### Dr. (Engr) Gregory Omosigbo Ero

#### Non-Executive Director

Dr. Gregory Ero was born on 1 July 1947. He is a graduate of the University of Ibadan with a BSc (Honours) in Chemistry. He attended Imperial College, London, where he obtained an MSc and DIC in Petroleum Engineering, and he obtained a DMS from Templeton College, University of Oxford. He furthered his studies at the Graduate School of Business, University of Columbia, New York and the Institute for Management Development in Lausanne, Switzerland.

He began his career as a petroleum engineer in the Lagos office of the Federal Ministry of Petroleum and Energy, and thereafter, was posted as Head, Federal Ministry of Petroleum Resources, Warri. He spent much of his career in the public service, where he served in many capacities, spanning three decades in the petroleum industry at NNPC. He joined the Board of FCMB Group Plc on 23 December 2013 and retired with effect from December 31, 2025.

### Ms. Muibat Ijaiya

#### Independent Non-Executive Director

Ms. Muibat Ijaiya was born on January 14, 1972. She is a Strategy Development and Execution expert focused on measurable transformation and impact. She holds a BSc Mathematics & Education from the University of Surrey and a Warwick Business School MSc. Management Science and Operational Research certificate. She also obtained an MBA from the University of Manchester.

Ms. Ijaiya is a partner at Strategy Management Partners, a professional services organisation focused on helping private and public organisations around the world to clarify, develop, align and execute their strategies. Prior to this, she was a director with Palladium Group Inc (United Kingdom & Middle East) and previously worked directly with Drs. Kaplan & Norton, the co-creators of the Strategy Focused Organisation and Balanced Scorecard concepts. She joined the Board of FCMB Group Plc effective 28 April 2021.

### Alhaji Mustapha Damcida

#### Non-Executive Director

Alhaji Mustapha Damcida was born on 20 March 1963. He holds a Diploma in Law from Ahmadu Bello University and a BSc in Business Administration from Robert Morris University, Pittsburgh, United States. He is the MD/CEO of Damus International Limited, Damus Security Solutions Limited and Damson Properties Limited. He was a Director at the Nigerian American Bank Limited between 2004 and 2005. Prior to joining the Board of FCMB Group Plc as a Non- Executive Director on 1 July 2013, he served on the Board of First City Monument Bank Limited. He retired from the Board with effect from June 17, 2025.