

**European Bank for  
Reconstruction and Development**

*Investment of Choice*

April 2025



**European Bank**  
for Reconstruction and Development

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for Reconstruction and Development

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# Overview of EBRD



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# About EBRD



- Who we are

Supranational Institution founded in 1991 owned by 75 countries, plus the European Union and the European Investment Bank

- Our mission

To promote transition to open, market-based economies in our countries of operation – we work in more than 30 economies from central Europe to central Asia and the southern and eastern Mediterranean

- What we do

Provide project finance mainly to the private sector

- Credit strengths

- Strong support from diversified global shareholder base
- Conservative risk management and financial policies
- AAA/Aaa/AAA rating

# EBRD's Mission

No Balance of Payments Funding, No Bail-out Financing, No “Soft” Loans



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To foster open, market-oriented economies and promote private and entrepreneurial initiative in the EBRD's countries of operations through investments based on:

- Promoting transition

Through projects that expand and improve markets, and help build the institutions that underpin the market economy

- Sound banking principles

Ensuring the project returns are commensurate with the risks

- Additionality

Financing projects which would not solely be funded by commercial banks

- Sustainability

Ensuring socially and environmentally sound development

# EBRD Business Model

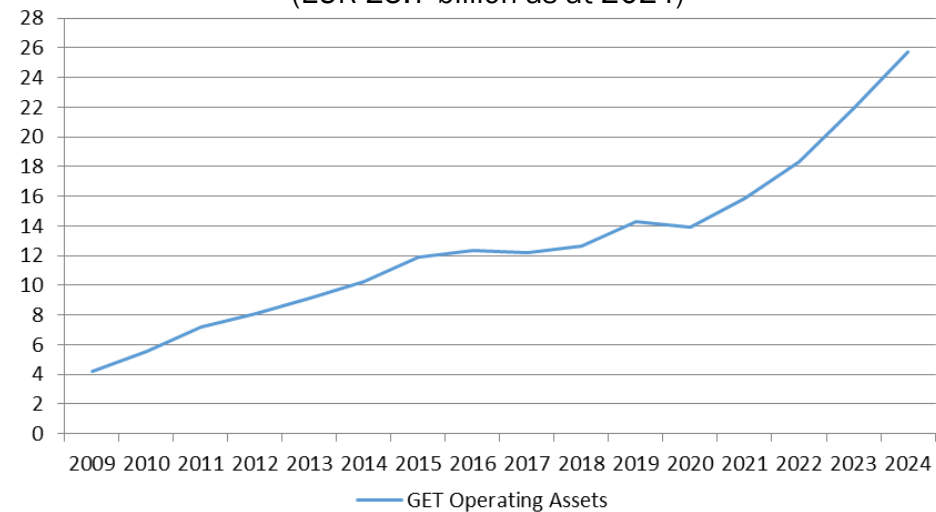
*Continuous growth in investments and shareholder base*



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- Preferred creditor status exempts payments to EBRD from generalised moratoria and foreign exchange controls
- Mandate allows investments in both Private and Public sector (no more than 40% state exposure under the Bank's charter)
- The addition of new shareholders shows broad recognition for EBRD's unique business model and expertise, and its application to new countries/regions
- Long term self-sustaining capital growth underpinning increasing investment volumes
- Strong local presence through more than 30 offices
- Large and diversified geographic footprint, spanning 3 continents
- Local currency financing and development of local capital markets

## Green Economy Transition: Operating Assets (EUR 25.7 billion as at 2024)



- Sustainable environmental, social and governance (ESG) policies are promoted throughout the EBRD investments and activities
- We are one of the largest investors in environmental projects in our countries of operations under our Green Economy Transition ("GET") approach

# Global Shareholder Structure

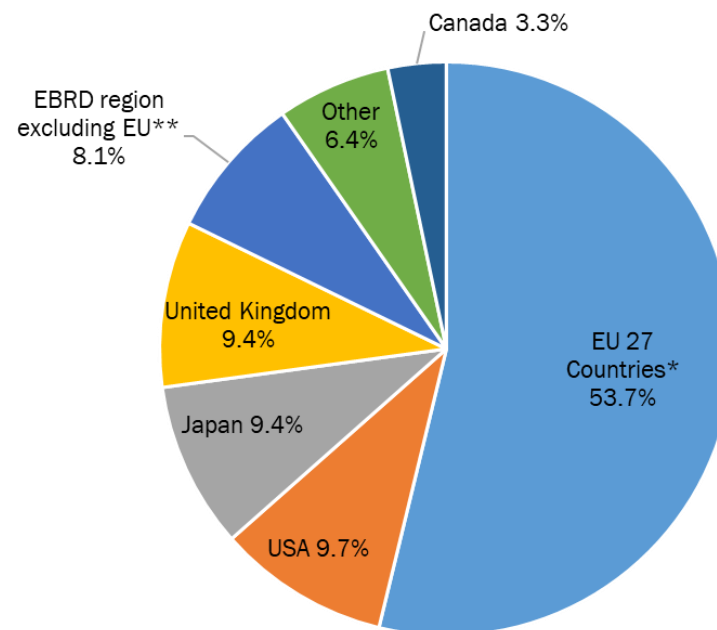
*Strong support from diversified global shareholder base*



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- 57% of shareholding is G7 and 85% is OECD
- €34 billion authorised capital as at 31 December 2024
  - €7.4 billion paid-in capital
  - €23.5 billion callable capital
- €31.0 billion subscribed capital as at end of YE 2024
- Continued reserve accumulation: €17.9 billion as at YE 2024
- EBRD is 0% risk weighted (Basel II)

## Ownership



\* Includes European Union at 2.9% and European Investment Bank at 3.3%; France, Germany, Italy each at 8.3%

\*\* Russia at 3.9%

# Shareholder Credit Strength

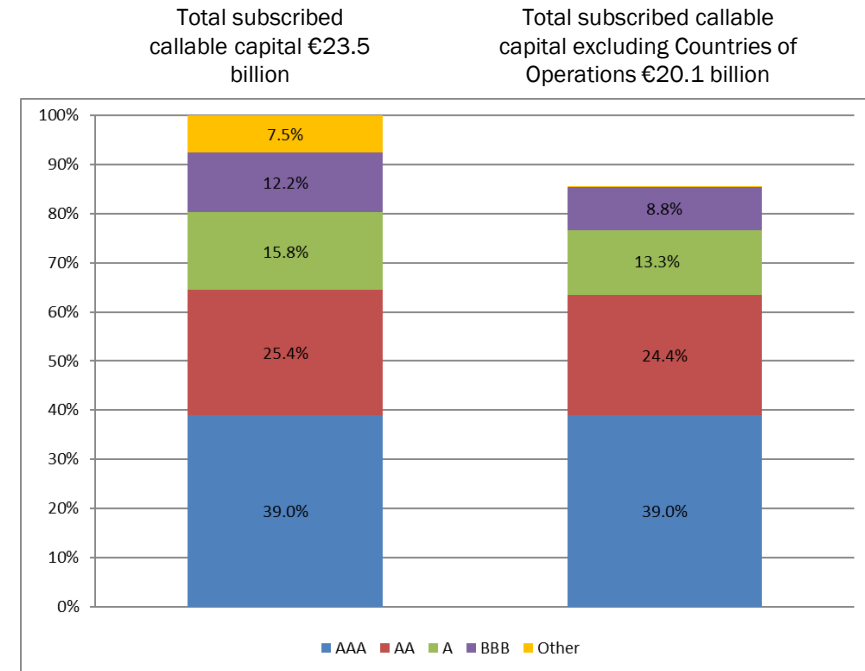
*Very high quality of callable capital*



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- 39% of shareholders are rated AAA/Aaa by at least one of S&P and Moody's
- More than 90% of the callable capital is rated investment grade by at least one of S&P and Moody's
- All countries of operation are also shareholders
  - account for 14.5% of the total shareholding

## Breakdown of Callable Capital by Rating Category



Best of S&P or Moody's ratings as at 31/12/2024



# Recent Developments



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- ✓ In **2024**, the Bank recorded **a net profit of €1.7 billion**. In 2023, the Bank recorded a net profit of €2.1 billion that was supported by strong underlying operating income across all business segments. In 2022 the Bank recorded losses of €1.1 billion in 2022 due to the war on Ukraine.
- ✓ The **change in members equity in 2024 was €3.0 billion**, which included capital subscriptions totalling €1.2 billion (of which €189 million was received in cash). The Bank ended 2024 with members' equity of €25.3 billion. **For the purposes of capital ratios**, the capital base considers cash received from the GCI rather than total subscriptions. Under this definition **the capital base at end 2024 was €24.3 billion**.
- ✓ The Bank maintains its **large liquidity buffer**, providing a cushion against macroeconomic and financial shocks.
- ✓ **Average growth for the EBRD region is expected to average 3.2% in 2025** (a downward revision by 0.3 percentage points relative to the September 2024 forecast due to weaker momentum amid fragmenting trade and investment). The growth slowed from 3.4 per cent in 2022 to 2.7 per cent in 2023 and 2024 (according to preliminary estimates) as Russia's war on Ukraine continued to take its toll on the region's economic performance.
- ✓ **NPLs: 6.3% YE 2024 (7.9% at YE 2023). Net write-offs amounted to €184 million as at YE 2024 and €70 million as at end YE 2023.** At YE 2024, €453 million of post model adjustment (general provisions) remained to absorb further losses in Ukraine.
- ✓ In December 2023, the EBRD's Board of Governors approved a resolution to **increase the Bank's paid-in capital by €4 billion\***, to bring its capital base to €34 billion. The additional capital from shareholders will be used to support the EBRD's priorities in all its countries of operations, and especially in Ukraine, where EBRD is expected to play a significant role in reconstruction. The EBRD has already deployed more than €3 billion in Ukraine since Russia's invasion of the country in February 2022 through donor support from shareholders that has covered on average 50% of the new commitments.
- ✓ The Bank has started the process towards a **limited and incremental expansion of the Bank's operations to sub-Saharan Africa and Iraq** as part of the Bank's long-term future. Any expansion will be gradual, replicating past practice of methodical growth. In April 2025, EBRD's shareholders accepted an amendment to Article 1 of the Agreement Establishing the Bank that enables the expansion of operations to selected countries in sub-Saharan Africa and Iraq. The amendment will enter into force in 3 months' time.
- ✓ At the 2024 AGM, the EBRD Governors **re-elected President Odile Renaud-Basso** for a second term.

\* For further information, please see: [EBRD shareholders back €4 billion increase in Bank's paid-in capital](#)

# Recent Shareholder Developments

*Continued addition of new shareholders*

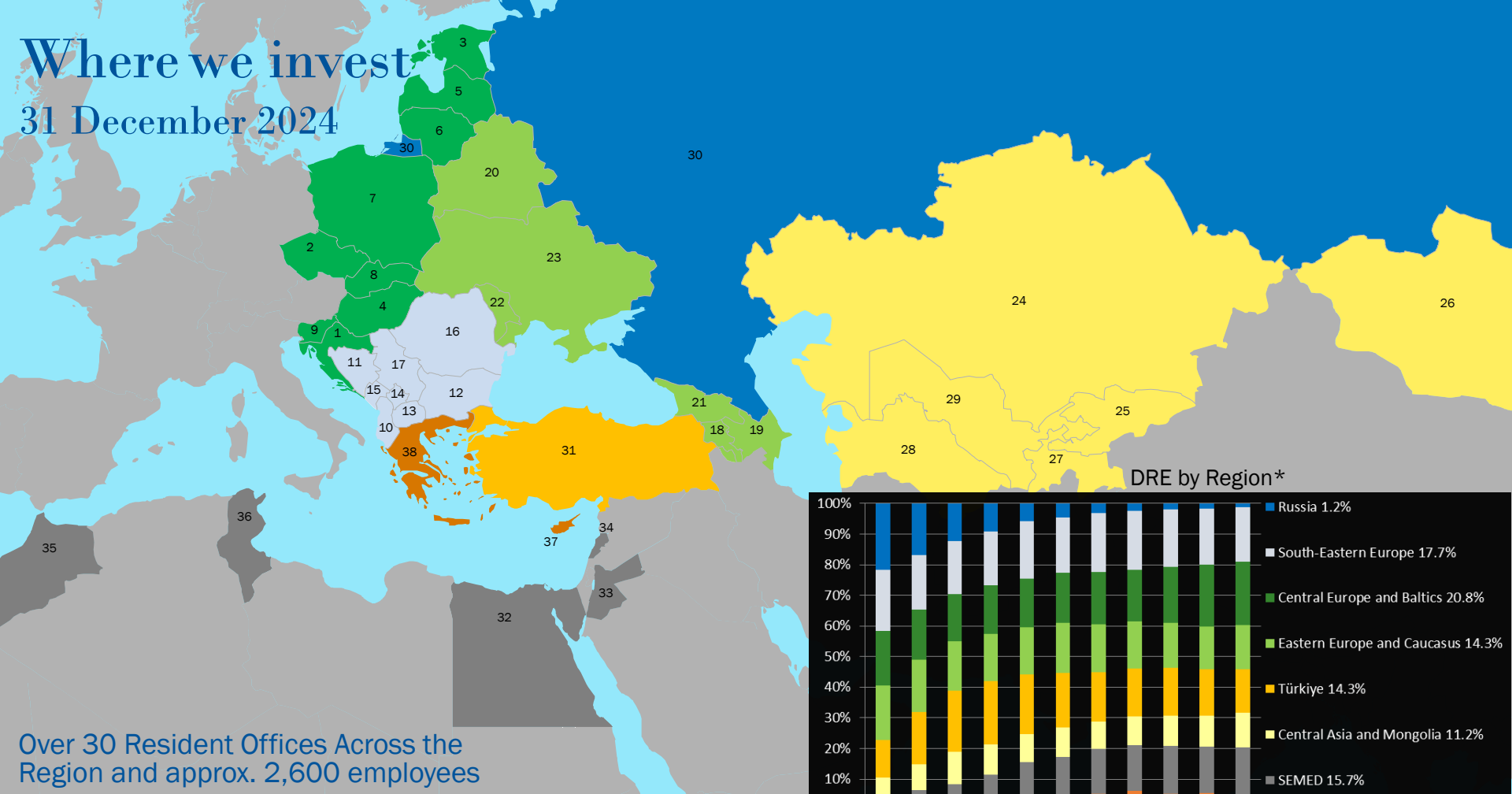


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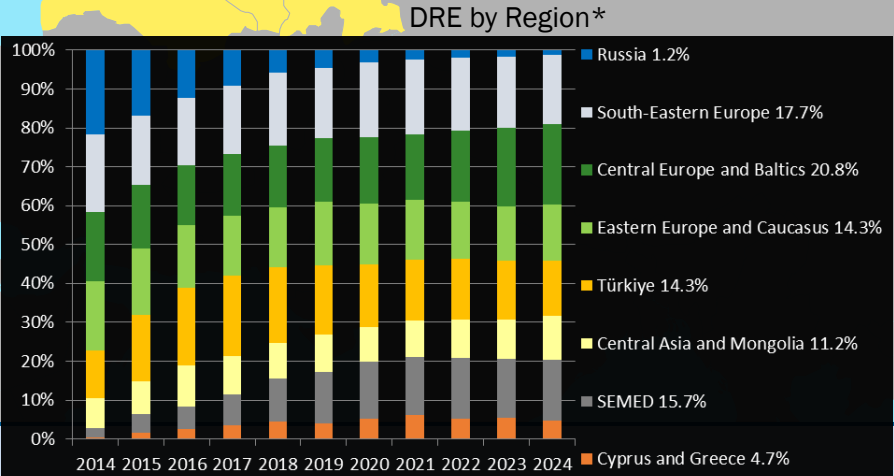
- **Algeria:** In October 2021, Algeria became the 73<sup>rd</sup> member of the EBRD.
- **Belarus:** No new public sector/sovereign operations have been approved since early 2020, and following a vote by the EBRD's Governors on 1 April 2022, new financing of projects and technical cooperation activities are suspended.
- **Benin, Côte D'Ivoire and Nigeria :** In April 2024 Benin became the 75<sup>th</sup> member of the EBRD, and the first sub-Saharan African country to complete its membership process. In December 2024 Côte D'Ivoire became the 76<sup>th</sup> member of the EBRD, followed by Nigeria as the 77<sup>th</sup> member in February 2025. These countries' membership application included a request to become a recipient country, which will be addressed once amendments to the Agreement Establishing the Bank ("AEB") are in force.
- **Ghana, Kenya and Senegal:** Since the 2023 AGM, the authorities of these countries have applied for EBRD membership, and all have been approved by the Bank's Board of Governors. Each country will have to meet final pre-membership requirements before the process is concluded. Their membership applications included requests to become recipient countries. Once EBRD membership is finalised and amendments to the AEB are in force, these requests will be addressed.
- **Czech Republic:** In March 2021, the Bank announced that it will resume activities focused on the private sector for a period of up to 5 years (having stopped new investments following their "graduation status" at the end of 2007).
- **Cyprus:** The temporary mandate expired at the end of 2020 and the Bank has ceased investing in any new projects on the island, but will continue to manage an existing portfolio.
- **Greece:** In December 2018, the Governors approved the extension of EBRD's mandate to 2025.
- **Iraq:** In November 2023, Iraq became the 74<sup>th</sup> member of the EBRD. Iraq has expressed interest in applying for recipient country status.
- **Libya:** In July 2019, they became the Bank's 71<sup>st</sup> shareholder.
- **Russia:** Following a vote by the EBRD's Governors on 1 April 2022, new financing of projects and technical cooperation activities are suspended. No new investment projects have been undertaken since the invasion of Crimea in 2014.
- **United Arab Emirates (UAE):** The UAE became a full member of the EBRD and its 72<sup>nd</sup> shareholder in September 2021. The UAE will not become a country of operations.

# Where we invest

31 December 2024



Over 30 Resident Offices Across the Region and approx. 2,600 employees



## WHERE WE INVEST

| Central Europe and the Baltic States | South-eastern Europe      | Eastern Europe and the Caucasus | Central Asia       | 30 Russia (Suspended) | Southern and eastern Mediterranean | Cyprus and Greece   |
|--------------------------------------|---------------------------|---------------------------------|--------------------|-----------------------|------------------------------------|---------------------|
| 01 Croatia                           | 10 Albania                | 18 Armenia                      | 24 Kazakhstan      | 31 Türkiye (2009)     | 32 Egypt (2015)                    | 37 Cyprus (2014)*** |
| 02 Czech Republic**                  | 11 Bosnia and Herzegovina | 19 Azerbaijan                   | 25 Kyrgyz Republic |                       | 33 Jordan (2013)                   | 38 Greece (2015)    |
| 03 Estonia                           | 12 Bulgaria               | 20 Belarus (Suspended)          | 26 Mongolia (2006) |                       | 34 Lebanon                         |                     |
| 04 Hungary                           | 13 North Macedonia        | 21 Georgia                      | 27 Tajikistan      |                       | 35 Morocco (2013)                  |                     |
| 05 Latvia                            | 14 Kosovo                 | 22 Moldova                      | 28 Turkmenistan    |                       | 36 Tunisia (2013)                  |                     |
| 06 Lithuania                         | 15 Montenegro             | 23 Ukraine                      | 29 Uzbekistan      |                       |                                    |                     |
| 07 Poland                            | 16 Romania                |                                 |                    |                       |                                    |                     |
| 08 Slovak Republic                   | 17 Serbia                 |                                 |                    |                       |                                    |                     |
| 09 Slovenia                          |                           |                                 |                    |                       |                                    |                     |

\* DRE – Development Related Exposure at cost (excluding guarantees)  
\*\* In March 2021, the Bank announced that it will resume investments in the Czech Republic (having stopped new investments at the end of 2007 following the country's request to graduate from being a recipient of the Bank's funds).  
\*\*\* The mandate in Cyprus expired at the end of 2020 and the Bank has ceased investing in any new projects on the island, but will continue to manage an existing portfolio.

# Development Related Exposure (DRE) I

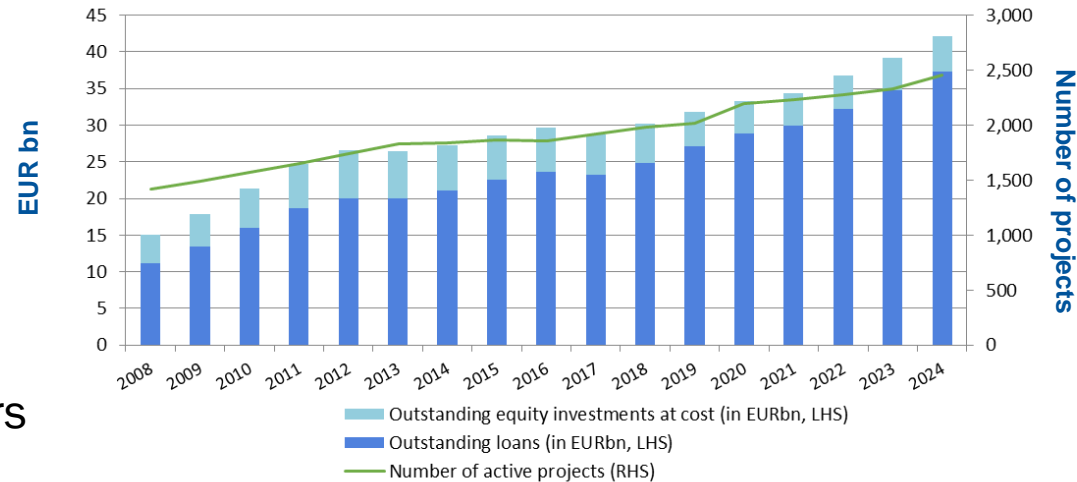
*Diversification by product, currency, sector and region*



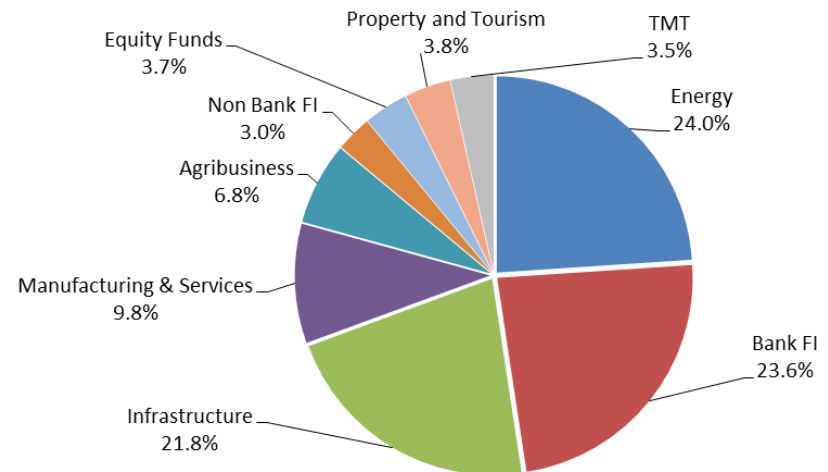
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- €42.1 billion DRE as at YE 2024
- 2,455 active investments
- Average debt:
  - Size €18 million (disbursed)
  - Margin 2.2%\*
  - Internal rating eq. of 'B'/'B+'\*\*
  - Average remaining life 6.7 years (non-sovereign debt only)
- Average equity investment:
  - Size €14.5 million
  - Holding period 7.1 years
- 10 largest counterparties (on a group level) amount to 20% of total operating assets with a weighted average internal rating eq. of 'B'/'B+'\*\*

## DRE 2008 – YE 2024



## DRE by Industry YE 2024



\*Imputed margin on the stock of performing debt represents net accrued interest income divided by average operating assets (including TFP contribution, but excluding accounting adjustments)

\*\* This rating is based on the underlying project risk and does not factor in guarantees provided to the EBRD by creditworthy guarantors

# Development Related Exposure (DRE) II

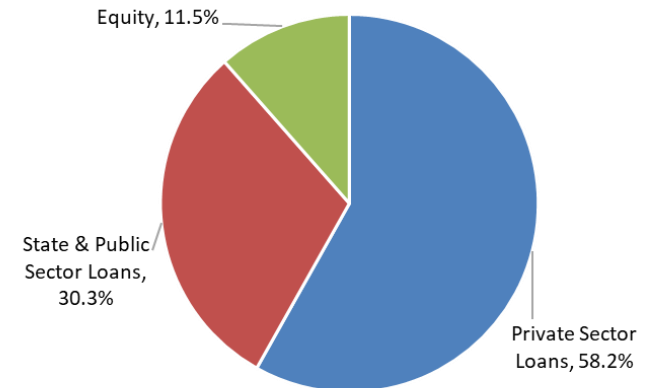
*Diversification by product, currency, sector and region*



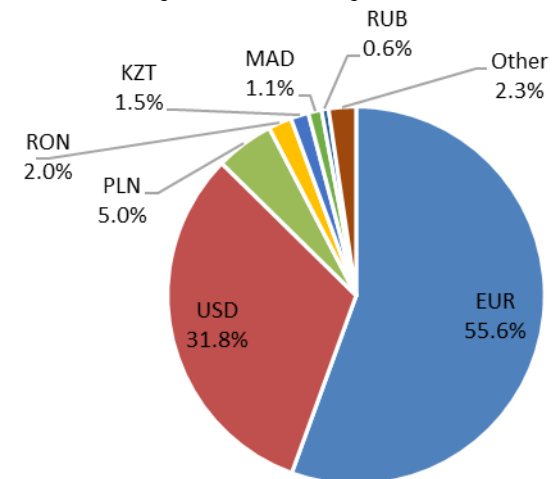
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- Equity portion at 12%, of which (as at YE 2024)
  - 12% have put arrangements and/or other option arrangements with the project sponsors
  - 35% are invested in diversified equity funds
  - 27% are in listed shares
- In addition to the DRE (disbursed amounts only), EBRD has off-balance sheet guarantees of approx. €3,959 million as at YE 2024, mainly related to its trade finance programme
- Loans to clients are made on a floating rate basis, and fixing of client loans are made on case-by-case basis and with separate hedge (no interest rate risk)

DRE by Product YE 2024



DRE by Currency YE 2024



\* Others include for example: AMD, AZN, BYN, EGP, GEL, HRK, HUF, JOD, KGS, MAD, MDL, MNT, RSD, TND, TRY, TJS, UAH, UZS

# EBRD's Credit Strengths



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# Key EBRD Credit Strengths

OFFICIAL USE

EBRD has one of the strongest credit profiles in the supranational segment



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- **Stable and granular “development related” investment portfolio** – low concentration risk, high degree of regional and sector diversification
- **Conservative leverage and liquidity limits** – maximum leverage limit of 1:1, minimum 2-year liquidity limit of 75% (143% at YE 2024) and a stressed 1 year cash requirement of at least 100% (119% at YE 2024)
- **Prudent capital adequacy policies** – Required Capital (RC) divided by Available Capital (AC), which excludes all callable capital, uses a 99.99% confidence interval to underpin the triple-A rating and is managed to a 90% prudential threshold
- **Substantial paid in capital and reserves**, with available capital of €25.3 billion that includes a high proportion of paid-in capital at 24% (based on subscribed capital 31 December 2024)
- **Very high quality callable capital** – more than 90% of shareholders (in terms of callable capital) are rated investment grade, only 14.5% ownership overlap with countries of operation

# Comparative Credit Strengths



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## S&P Credit Rating Peer Comparison

|             | Enterprise Risk Profile | Financial Profile | Stand Alone Credit Profile | Ratings Uplift Due To Extraordinary Shareholder Support | Long term Issuer Credit Rating | Outlook |  |
|-------------|-------------------------|-------------------|----------------------------|---|--------------------------------|---------|--|
| <b>ADB</b>  | extremely strong        | extremely strong  | aaa                        | not required  | AAA                            | Stable  |  |
| <b>AFDB</b> | very strong             | extremely strong  | aaa                        | not required  | AAA                            | Stable  |  |
| <b>EBRD</b> | extremely strong        | extremely strong  | aaa                        | not required  | AAA                            | Stable  |  |
| <b>EIB</b>  | extremely strong        | extremely strong  | aaa                        | not required  | AAA                            | Stable  |  |
| <b>IADB</b> | extremely strong        | very strong       | aaa                        | not required  | AAA                            | Stable  |  |
| <b>IBRD</b> | extremely strong        | extremely strong  | aaa                        | not required  | AAA                            | Stable  |  |
| <b>IFC</b>  | extremely strong        | extremely strong  | aaa                        | not required  | AAA                            | Stable  |  |
| <b>NIB</b>  | very strong             | extremely strong  | aaa                        | not required  | AAA                            | Stable  |  |

## Selected S&P Credit Metrics Peer Comparison

|   | ADB   | AFDB | EBRD | EIB   | IADB  | IBRD  | IFC   | NIB  |
|---|-------|------|------|-------|-------|-------|-------|------|
| <b>Principal Size Indicators (USD billion) as at YE23:</b>                      |       |      |      |       |       |       |       |      |
| <i>Total Assets</i>   | 309.4 | 53.1 | 81.7 | 604.7 | 152.0 | 332.6 | 110.5 | 43.7 |
| <i>Purpose Related Exposure (PRE)</i>   | 153.7 | 34.2 | 48.0 | 513.9 | 117.0 | 250.4 | 57.1  | 23.8 |
| <i>Shareholders' Equity</i>   | 55.3  | 14.5 | 24.6 | 89.2  | 38.8  | 60.4  | 35.0  | 4.8  |
| <b>Risk Adjusted Capital (RAC) (percent) as at 1H24:</b>                        |       |      |      |       |       |       |       |      |
| <i>After Adjustment</i>   | 29%   | 32%  | 31%  | 26%*  | 24%   | 23%** | 40%   | 25%  |
| <b>Leverage (percent) as per YE23:</b>  |       |      |      |       |       |       |       |      |
| <i>Liquid assets / adjusted total assets</i>                                    | 16%   | 35%  | 38%  | 17%   | 22%   | 24%   | 43%   | 41%  |
| <i>Liquid assets / gross debt</i>   | 34%   | 56%  | 63%  | 21%   | 31%   | 34%   | 91%   | 50%  |
| <b>Liquidity (multiple) as per 1H24:</b>  |       |      |      |       |       |       |       |      |
| <i>12 months (net derivate payables) including 50% of all undisbursed loans</i> | 1.1x  | 1.7x | 1.4x | 1.0x* | 1.1x  | 1.0x* | 1.6x  | 2.0x |

Source: Standard & Poor's, "Supranationals Special Edition October 2024" and previous versions of the report.

\* Data for YE23 as 1H24 not available in the report \*\*Latest available data for HY23



# Substantial Paid-In Capital and Reserves

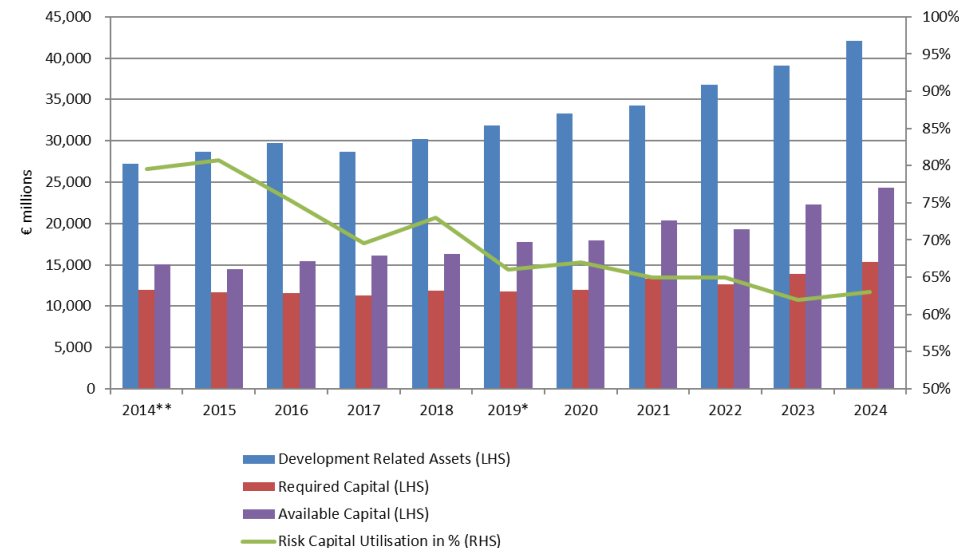
Strong capital position with relatively high proportion of paid-in capital



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- Strong levels of reserves with a capital utilisation ratio at 63%.
- The available capital base (excl. callable capital) after net income allocations grew by €10.2 billion (or 68%) from €15.1 billion in 2014 to €25.3 billion at YE 2024.
- More than 20% of EBRD's capital is paid in, compared to an average of 6.1% for other global or regional triple-A rated multilateral development banks with callable capital (IBRD, ADB, IADB, AFDB and EIB)

## Development of DRE and Paid-In Capital and Reserves (2014 – 2024)



\* The improvement in capital utilisation in 2019 reflects the latest changes in the Bank's Capital Adequacy Policy which became effective in Q4 2019. Prior year ends are based on the policy valid at the time.

\*\* Note that the increase in Risk Capital Utilisation to 80% from 72% was mainly driven by a revision of EBRD's Capital Adequacy Policy that included higher risk weights. The increase resulting from the policy change amounted to 7 percentage points.

# EBRD's Financial Performance



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# Operational and Financial Highlights

## *Continued strong capital growth and robust investment activities*



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| € billion   | 2024   | 2023  | 2022   | 2021  | 2020  | 2019  | 2018  | 2017  |
|---|--------|-------|--------|-------|-------|-------|-------|-------|
| <b>Business performance</b>                       |        |       |        |       |       |       |       |       |
| Annual Banking Investment (ABI) at reported rates | €16.6  | €13.1 | €13.1  | €10.4 | €11.0 | €10.1 | €9.5  | €9.7  |
| Number of projects (#)                            | 584    | 464   | 431    | 413   | 411   | 452   | 395   | 412   |
| Operating assets (at cost)                        | €42.1  | €39.1 | €36.8  | €34.3 | €33.3 | €31.8 | €30.2 | €28.7 |
| Undisbursed commitments (incl. guarantees)        | €19.9  | €16.8 | €16.7  | €15.9 | €15.1 | €14.3 | €13.1 | €12.8 |
| <b>Underlying financial performance</b>           |        |       |        |       |       |       |       |       |
| Realised profit before impairment                 | €1.3   | €1.3  | €1.7   | €1.1  | €0.8  | €0.8  | €0.6  | €0.6  |
| Net profit before net income allocations          | €1.7   | €2.1  | €(1.1) | €2.5  | €0.3  | €1.4  | €0.3  | €0.8  |
| Non-performing assets ratio (all loans)           | 6.3%   | 7.9%  | 7.9%   | 4.9%  | 5.5%  | 4.5%  | 4.7%  | 3.9%  |
| <b>Capital adequacy</b>                           |        |       |        |       |       |       |       |       |
| Statutory capital base (incl. callable capital)   | €47.1  | €44.6 | €43.0  | €42.5 | €41.4 | €41.2 | €40.5 | €40.3 |
| Available capital base                            | €25.3* | €22.3 | €19.3  | €20.3 | €17.9 | €17.8 | €16.3 | €16.2 |

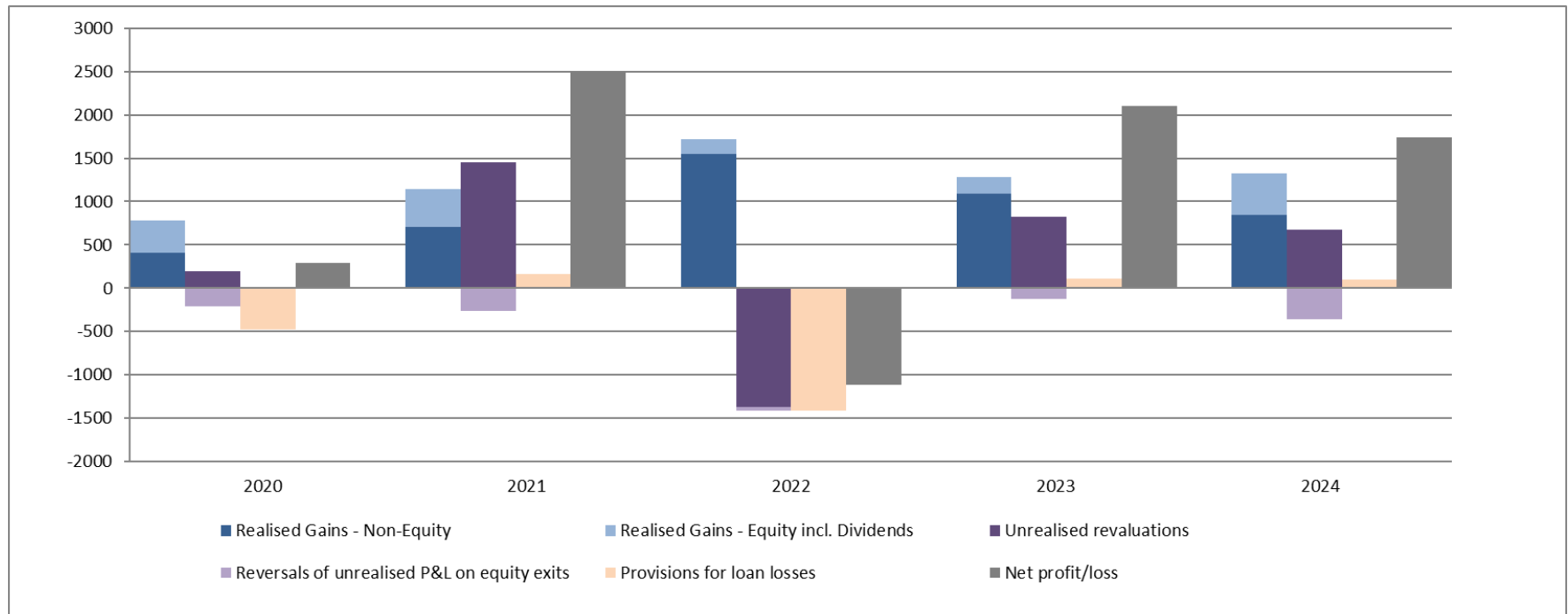
\* For the purposes of capital ratios, the capital base considers cash received from the GCI rather than total subscriptions. Under this definition the capital base at end 2024 was €24.3 billion.

# Strong Underlying Profitability

*Consistent underlying profit, underpinning the Bank's long term capital growth*



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- P&L variability largely driven by unrealised equity valuations, however, realised equity gains in the past 10 years amount to €2.6 billion.

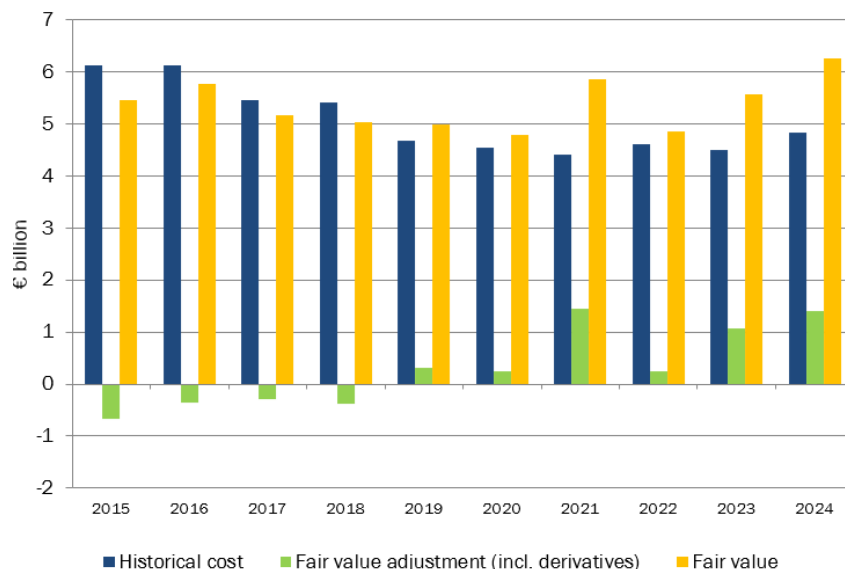
# Equity Portfolio and Realised Equity Gains

*Consistent long term realised equity gains and use of equity as an important mandate tool*

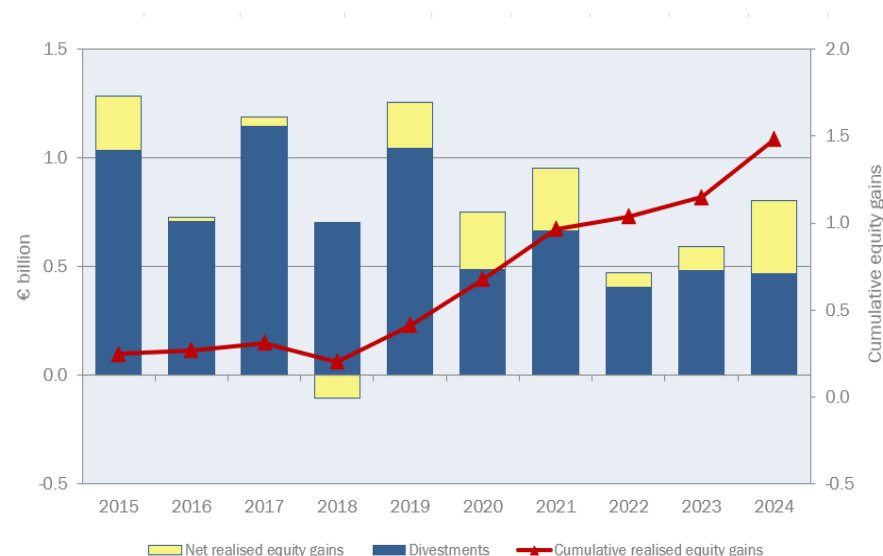


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Development of historic cost & fair value adjustment (2015 – 2024)



Development of divestments (excl. dividends) & realised gains (2015 – 2024)



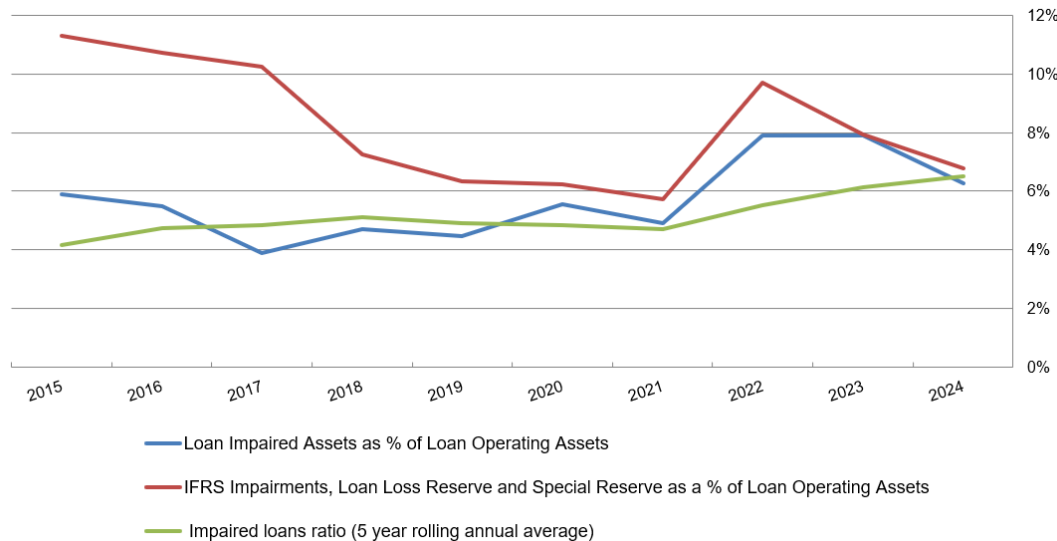
- Equity portfolio (including derivatives) at YE 2024 was valued at 28% valued above cost (YE 2023: 23%). The portfolio includes €0.1 billion (YE 2023: €0.2 billion) of investments with determinable returns ('debt-like' put options with counterparties to exit at pre-determined minimum).
- At YE 2024, equity investments at cost stood at €4.8 billion (2023: €4.5 billion), or 11.5% (2023: 11.5%) of total operating assets, with fair value at €6.3 billion (YE 2023: €5.5 billion).
- The Bank has accumulated €1.48 billion in realised equity gains (excluding dividends) at an average money multiple of 1.21 times cost in the last 10 years (2015 to 2024).

# Debt Portfolio

*Stable portfolio throughout credit cycles due to prudent project selection and proactive risk management*



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The level of the Bank's impairments and loan loss reserve is determined both by IFRS impairment rules and through the modelling assumptions used by the Bank in applying those rules, which are updated annually.

The reduction in the level of impairments and loan loss reserves between 2015 and 2021 primarily reflect updates to the assumptions applied by the Bank in its ECL modelling. For example, the Bank now relies solely on its own default experience in determining PD rates, whereas in 2015 the Bank's experience was blended with external data with a 67:33% weighting.

The cumulative effect of these changes was to reduce the level of provisioning from an extremely conservative level to a level which the Bank's external auditors now deem to be more in line with general market practice. In 2022, 2023, and 2024 the Bank's core ECL model has been supplemented with a post model adjustment to account for the impact of the war in Ukraine on the Bank's expected credit losses.

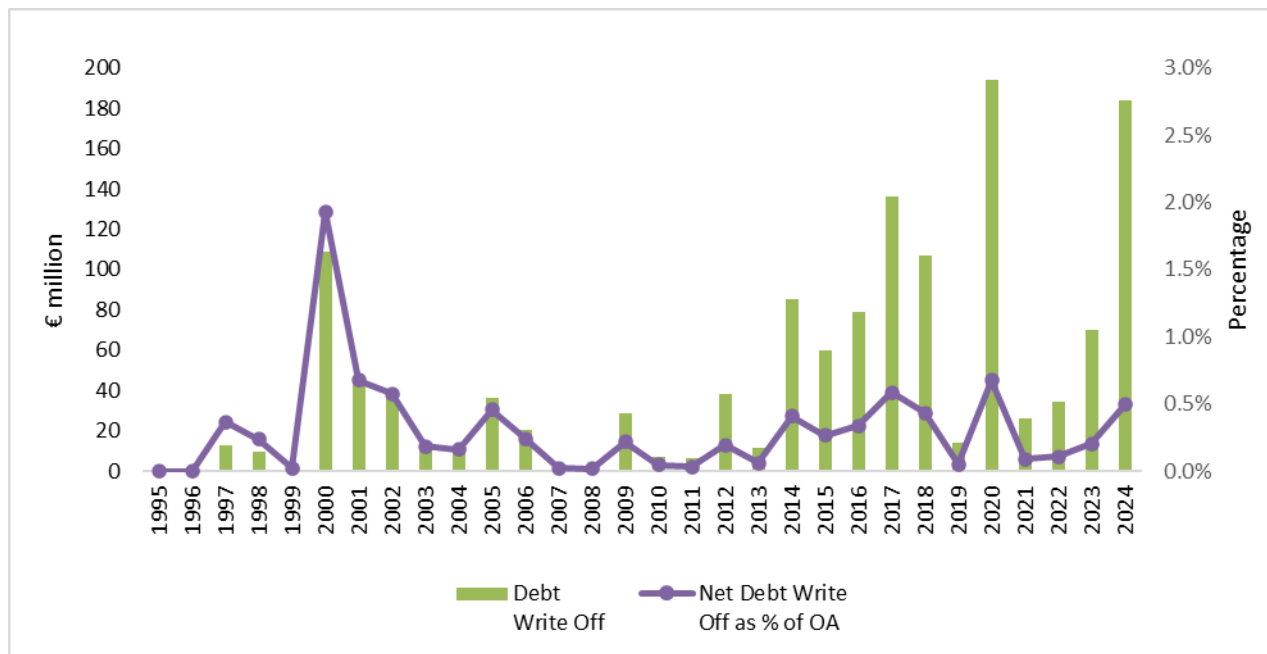
- At YE 2024, NPLs represented 6.3% (YE 2023: 7.9%) of total loan operating assets; with provisions and valuation adjustments on NPLs at 47.3% of NPL operating assets (YE 2023: 53.6%).
- The non-performing asset ratio based on a 5 year average at YE 2024 was 6.5% (YE 2023: 6.1%).
- €1,816 million general and specific impairments (YE 2023: €2,100 million), €333 million loan loss reserve (YE 2023: €279 million) €306 million special reserve\* (YE 2023: €306 million) and €66 million valuation adjustments (2023: €59 million) represent 6.8% (YE 2023: 7.9%) of total loan operating assets or 1.1x the gross value of the impaired assets (YE 2023: 1.0x).
- NPLs do not reflect risk cover by donor-funded guarantees, whereas the level of impairments does take account of the resultant improved LGDs.

\* The setting aside of a special reserve is required by Article 16 of the Agreement Establishing the Bank to meet the Bank's losses.

# Net Debt Write Offs: % of Loan Operating Assets



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- Losses remain very low, partly reflecting the Bank's superior liquidity and capital which allows patience in debt work-outs.
- €1,382 million cumulative net loan write-offs since 1995 (approximately 0.9% of all loans granted).

Note:

- OA = Loan Operating Assets

# EBRD's Funding Strategy and Results



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# Funding Principles



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- Investor-driven
  - Active support of EBRD debt in the secondary market
  - Tailor-made structured products
- Committed to long-term relationships
  - Sustain existing, and develop new, investor relationships
  - Ongoing interaction with investor groups
- Strategic focus
  - Benchmark issuance in core currency markets
  - Developing capital markets in emerging currencies
  - Committed to sustainable finance (issuance of Green Bonds and Social Bonds)
  - Reaching a diversified investor base by geography and type
- Diversify across markets, currencies and instruments

# Support for Investors

- **Increases:** possibility to tap existing issues
- **Buybacks:** EBRD's exceptionally strong liquidity position allows the Bank to offer investors a secondary market bid for all its bonds
  - Public Issues:
    - ✓ enhances liquidity
    - ✓ improves trading performance
  - Private Placements:
    - ✓ EBRD commits to show prices for its bonds
    - ✓ investors can lock in profits
  - As at Q1 2025, 7% of total issuance repurchased upon investor demand
- **Restructuring:** EBRD offers a flexible approach for investors wishing to restructure private placements by amending existing documentation or reissuing under new terms
- **Size:** EBRD has no minimum size for buybacks or new issuance

# Innovative Funding Structures



European Bank  
for Reconstruction and Development

EBRD is able to issue innovative structures which meet specific investors' requirements:

- Commodity-Linked Notes
- Credit-Linked Notes
- Equity-Linked Structures
- Exotic Currencies
- Fund-Linked Notes
- FX-Linked Notes
- Gold-Linked Notes
- Inflation-Linked Notes
- Interest Rate Linked Notes



# 2024/2025 Borrowing Programme

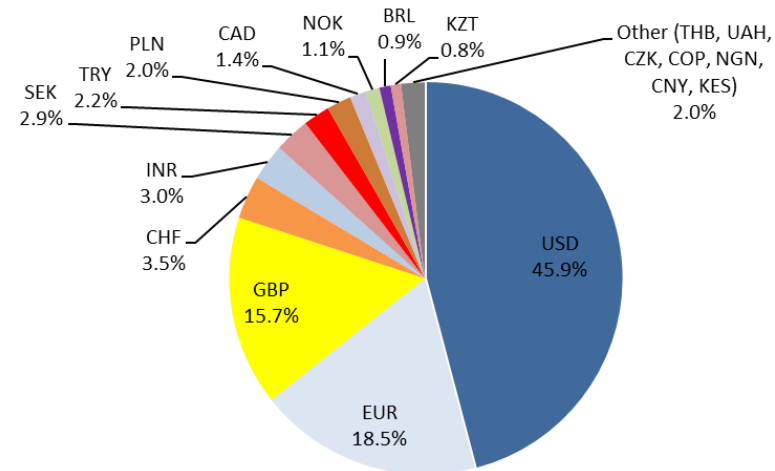
## (Medium to long term debt)



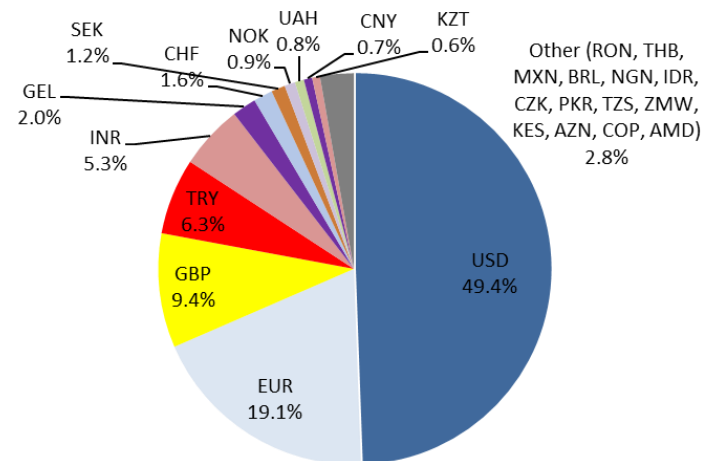
European Bank  
for Reconstruction and Development

- 2025 Borrowing Programme authorised up to €14.5 billion net new issuance.
  - €7.4 billion issued in Q1 2025 (an additional €0.8 billion issued in December 2024 under 2025 BP)
- 2024 Borrowing Programme authorised up to €13.5 billion net new issuance.
  - €15.0 billion issued in 2024
  - €9.6 billion issued in 2023
- In 2024, EBRD issued:
  - Benchmarks in USD, EUR, GBP, NOK and CHF
  - Catastrophe Bond in EUR
  - Green Bonds (Green Transition Bond) in NOK and SEK, (Environmental Sustainability Bond) in CHF and EUR

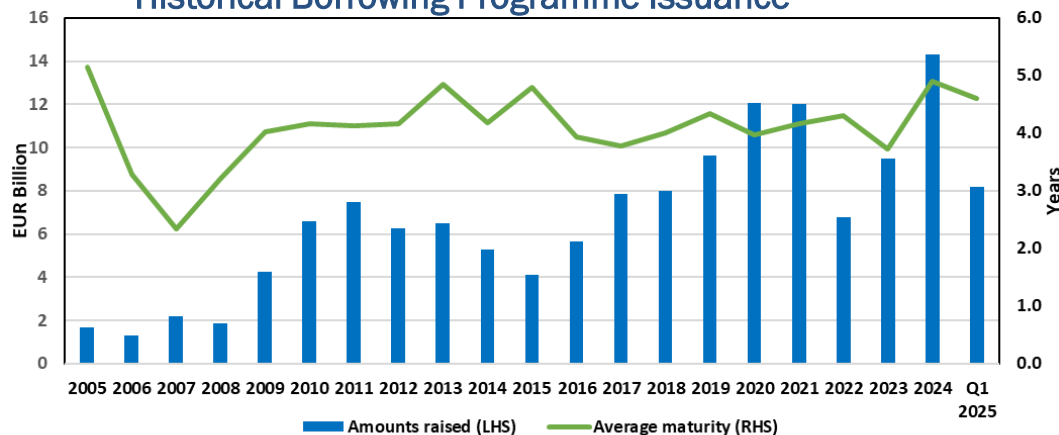
### Breakdown of Q1 2025 Issuance



### Breakdown of 2024 Issuance



### Historical Borrowing Programme Issuance



# Outstanding Debt

## (Medium to long term debt)

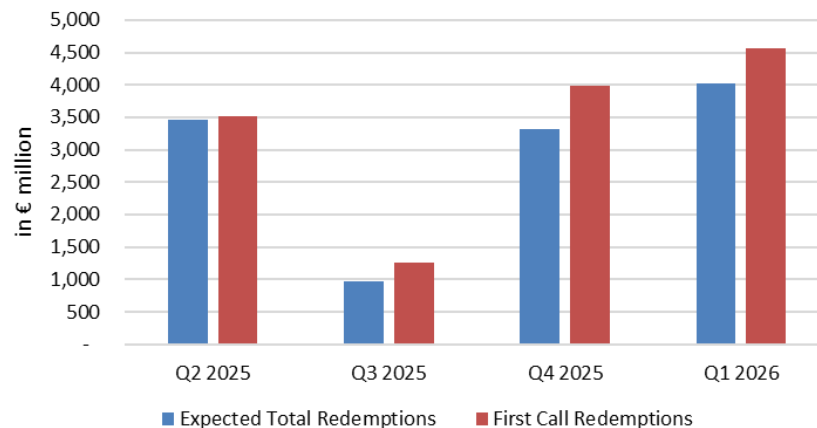


European Bank  
for Reconstruction and Development

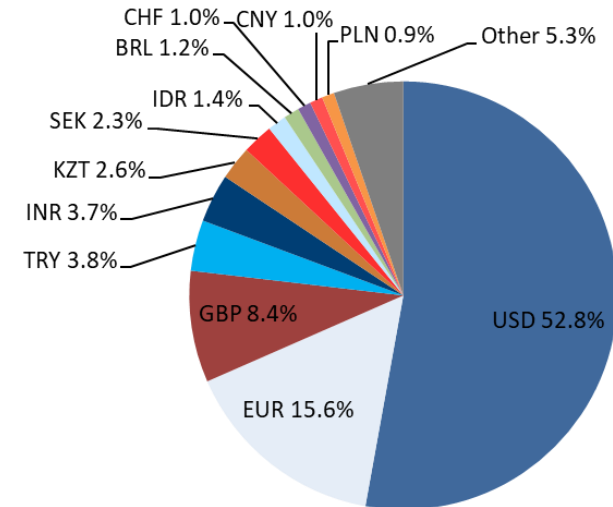
As at 31 March 2025:

- €165.4\* billion issued since EBRD's inception in 3,302 transactions and in 63 currencies (including EUR legacy currencies)
- €49.9\* billion outstanding through 545 medium to long term bonds
- Expected average term from issuance to maturity of 6.6 years (5.8 years on a first call/put basis)
- Expected average term remaining to maturity of 3.9 years (3.1 years on a first call/put basis)
- Next 12-month expected redemption amount to €11.8 billion (€13.3 billion on a first call/put basis)

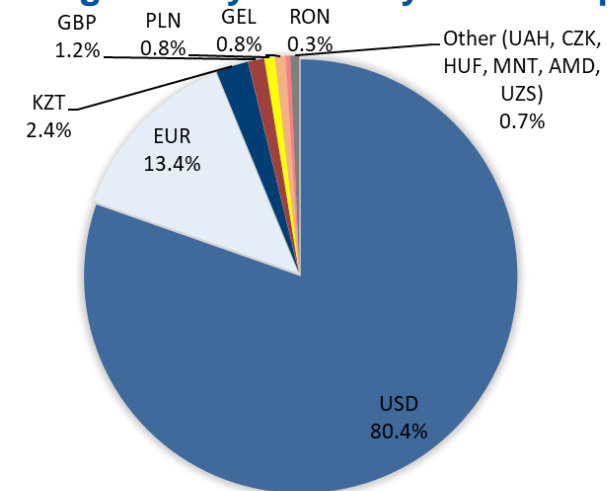
Redemption Profile



### Outstanding Debt by Currency before Swap



### Outstanding Debt by Currency after Swap



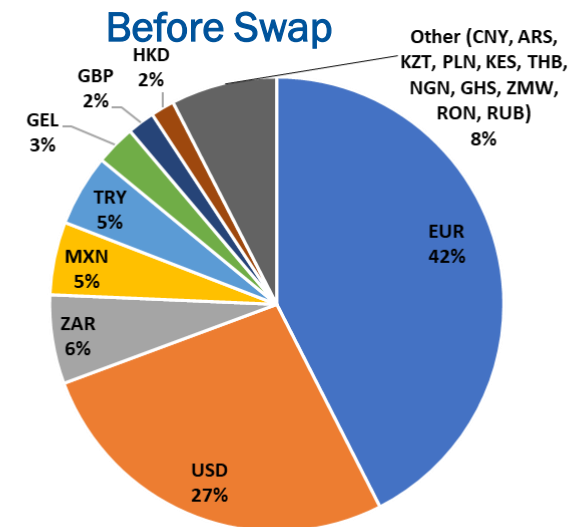
\* € equivalent of issuance amount recorded at the time of issuance.

# Short Term Funding

- Short term (defined as 380 days or shorter) issuance limit of €10 billion shared with the Bank's Cash Management function
- Q1 2025 (2024) short term issuance of €324 million (€2,945 million) maturing within one-year or callable within one year and then annually /semi-annually thereafter
- €6.0 billion outstanding in 132 transactions and in 19 currencies, including €4.9 billion of rolled callable trades.
  - Average term remaining to maturity/first call/first put 0.4 years
  - Average expected remaining life 7.6 years
  - €4.3 billion is expected to mature beyond 1 year, of which €3.7 billion is expected to mature beyond 5 years.

| Outstanding Portfolio Breakdown   |     |
|---|-----|
| Callable deals (swapped to EUR or USD)  | 82% |
| Puttable deals (swapped to EUR or USD)  | 4%  |
| Bullet 1 year in ARS, CNY, GEL, GHS, HKD, KES, KZT, MXN, NGN, PLN, RON, THB TRY, USD, ZMW | 14% |

## Outstanding Short-Term Debt by Currency



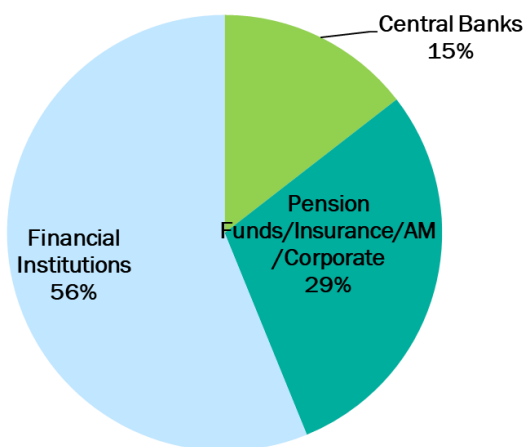
# Diversified Investor Base



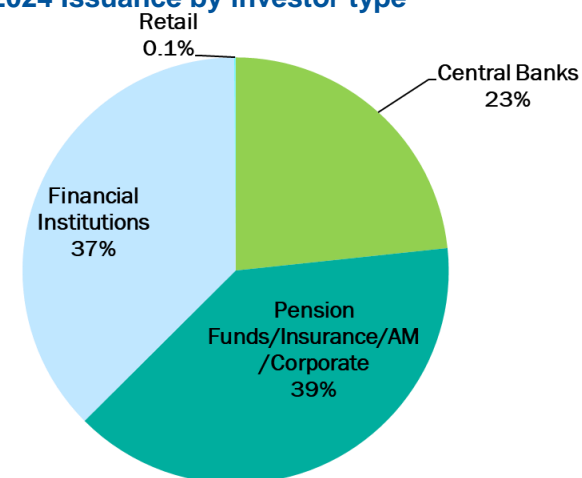
**European Bank**  
for Reconstruction and Development

| Year                         | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | Q1 2025 |
|------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|---------|
| Total issuance (EUR billion) | 6.3  | 6.5  | 5.3  | 4.2  | 5.9  | 8.2  | 8.7  | 8.6  | 13.1 | 9.6  | 6.7  | 9.6  | 15.0 | 7.4     |
| Americas                     | 8%   | 13%  | 18%  | 19%  | 21%  | 22%  | 19%  | 8%   | 16%  | 29%  | 19%  | 17%  | 16%  | 17%     |
| EMEA                         | 49%  | 52%  | 56%  | 52%  | 52%  | 50%  | 49%  | 79%  | 60%  | 47%  | 66%  | 67%  | 71%  | 65%     |
| - EU                         |      |      |      |      |      |      |      |      |      |      |      |      | 27%  | 55%     |
| - EMEA ex-EU                 |      |      |      |      |      |      |      |      |      |      |      |      | 44%  | 10%     |
| Asia                         | 43%  | 35%  | 26%  | 29%  | 27%  | 29%  | 32%  | 13%  | 25%  | 24%  | 15%  | 15%  | 13%  | 18%     |
| - Japan                      | 23%  | 21%  | 14%  | 21%  | 19%  | 11%  | 16%  | 7%   | 7%   | 6%   | 5%   | 3%   | 3%   | 0.2%    |
| - Non-Japan Asia             | 20%  | 14%  | 12%  | 8%   | 8%   | 18%  | 16%  | 6%   | 18%  | 18%  | 10%  | 12%  | 10%  | 17.3%   |

**Q1 2025 Issuance by investor type**



**2024 Issuance by investor type**





**European Bank**  
for Reconstruction and Development

# Recent Global Benchmark Bond Issuance

## Benchmark New Issuance:

### 2025:

**EUR 1.0 billion 2.875% Mar 2032**

**GBP 850 million 4.250% Oct 2028**

(current outstanding GBP 970 million)

**USD 1.0 billion SOFR FRN July 2030**

(current outstanding USD 1.160 billion)

### 2024:

**EUR 1.0 billion 2.875% Jul 2031**

**USD 1.0 billion 4.250% Mar 2034**

(current outstanding USD 1.075 billion)

**USD 750 million SOFR FRN Feb 2028**

(current outstanding USD 1.930 billion)

**GBP 700 million 3.875% Feb 2029**

(current outstanding GBP 1.100 billion)

**USD 2.5 billion 4.125% Jan 2029**

(current outstanding USD 3.050 billion)

### 2023:

**USD 2.0 billion 4.375% March 2028**

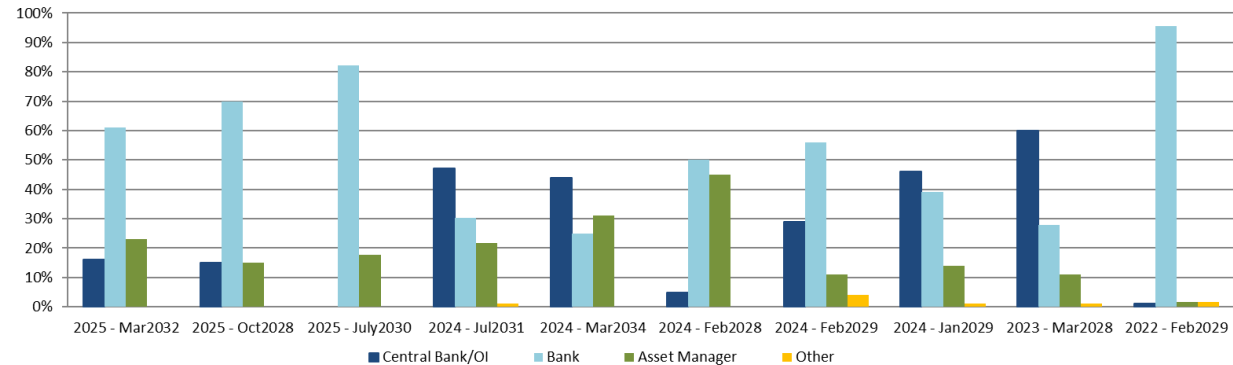
(current outstanding USD 3.000 billion)

### 2022:

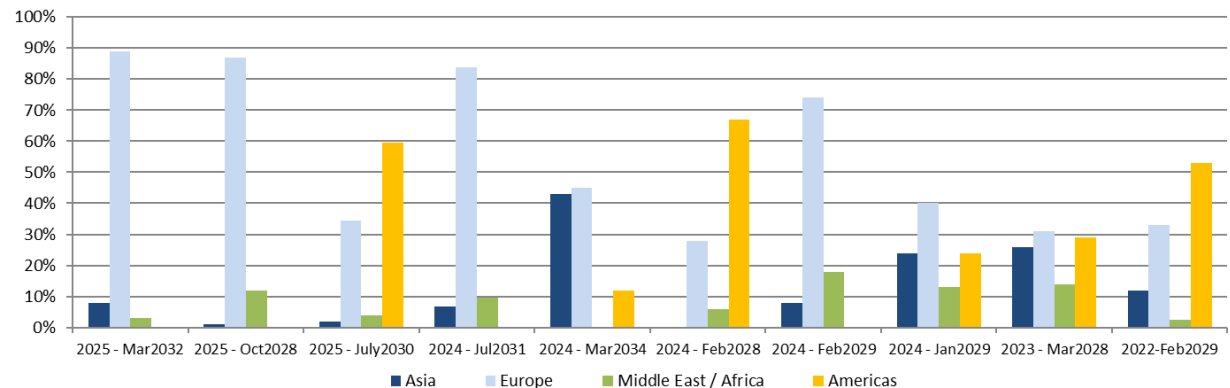
**USD 800 million SOFR FRN February 2029**

(current outstanding USD 1.740 billion)

## Breakdown by investor type



## Breakdown by geography





# How to Contact the EBRD Funding Team



European Bank  
for Reconstruction and Development

## Funding:

Isabelle Laurent

Stefan Filip

Giulia Franzutti

Ally Goddard

Aziz Jurayev

Charles Smith

Julia Artamoskina

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Website: <http://www.ebrd.com/work-with-us/capital-markets.html>

# Annex



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# Support for Ukraine



**European Bank**  
for Reconstruction and Development

- ✓ The Bank committed up to **€3 billion over 2022-2023** to help Ukraine's businesses and economy keep functioning.
- ✓ In recognition of the heightened level of risk in Ukraine, the **€3 billion envelope of new investments prudently included guarantees at an average of 50 per cent of total investment**. The new investments focus on Ukraine's energy and food security needs, improvements and maintenance of municipal infrastructure related to energy, water & wastewater services and other basic infrastructure needs.
- ✓ At the 2022 AGM, shareholders, in response to the war in Ukraine, expressed the intention to provide **donor funds\*** to guarantee the Bank's investments in Ukraine and other affected countries, as well as for purposes such as technical support.
- ✓ Whilst the level of commitments in Ukraine has increased, the overall outstanding exposure (operating assets) in Ukraine has declined slightly since YE 2021 as repayments outpaced new disbursements.
- ✓ Given the Bank's long and well established relationship with Ukraine, together with its private sector focus, it is expected that the Bank will play a central role in the reconstruction effort, when conditions allow.
- ✓ In December 2023, the EBRD's Board of Governors approved a resolution to increase the Bank's paid-in capital by €4 billion to bring its capital base to €34 billion. The capital increase will take effect on 31 December 2024, and payment for the paid-in shares subscribed will be made in five equal annual instalments starting in 2025.
- ✓ This is the third capital increase in the EBRD's history, following similar decisions in 1996 and 2010. It follows the Governors' recognition in May 2023 that supporting Ukraine should be the Bank's highest priority – now and in the future – while also ensuring that it can continue to pursue its strategic priorities across all its regions.

\* As at YE23, shareholders had provided €1.6 billion of donor funds, of which approximately €860 million has been deployed to €1.4 billion of signed projects (excluding trade facilitation guarantees). **OFFICIAL USE**

# Macroeconomic Performance and Outlook



**European Bank**  
for Reconstruction and Development

- Global growth momentum has remained subdued, with a persistent differential between the economic performance of advanced Europe and that of the United States. Against this backdrop, average growth in the EBRD regions slowed, from 3.4 per cent in 2022 to **2.7 per cent in 2023 and 2024** (according to preliminary estimates) as Russia's war on Ukraine continued to take its toll on the region's economic performance.
- The 2025 growth projection for the EBRD regions has been revised down by 0.3 percentage points relative to the September 2024 forecast. **Growth is now expected to average 3.2 per cent this year.** Growth projections for central Europe and the Baltic states and the south-eastern EU have been revised down on weak external demand while downward revisions in the southern and eastern Mediterranean reflect the impact of conflicts and weak reform momentum. Average growth in the EBRD regions is expected to **pick up to 3.4 per cent in 2026.**
- Average inflation in the EBRD regions declined from 17.5 per cent at its peak in October 2022 to **5.9 per cent in December 2024** but remained more than 1 percentage point above the pre-pandemic average. While energy prices have come down, inflationary pressures increasingly stem from demand-side factors such as looser fiscal policies and rapid wage growth.
- While disinflation proceeded largely in line with expectations, interest rates, including in the US, have been declining more slowly than previously expected and term premia – the difference between long-term and short-term interest rates – increased. This, in turn, reflects higher fiscal deficits across advanced economies and emerging markets. The average general government balance in the EBRD regions deteriorated by around 2.2 percentage points between 2017-19 and 2024 and is projected to remain around the current level in 2025.
- In the EBRD regions as a whole, the **median yield on 5-year government bonds increased by around 2.1 percentage points** between early February 2022 and January 2025.
- For further information, please see <https://www.ebrd.com/what-we-do/economic-research-and-data/rep.html>

# Strategy Implementation Plan 2025-27



**European Bank**  
for Reconstruction and Development

- The Strategic and Capital Framework (SCF) 2021-2025 was agreed by Governors at the Bank's Annual Meeting in 2020.
- The SIP sets out how the Bank will deliver on its medium-term objectives. This is a three year plan, which is updated annually, on a rolling basis.
- The SIP 2025-27 was approved in December 2024. The Bank's operational plan includes the limited and incremental expansion to Sub-Saharan Africa and Iraq which was approved by the Bank's Governors at the 2023 Annual Meeting.

For further information, please refer to <https://www.ebrd.com/what-we-do/strategy-implementation-plan>

# General Capital increase

*€4 billion of paid-in-capital to support reconstruction efforts in Ukraine*



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- To further strengthen the Bank's ability to support Ukraine, in 2023 the Board of Governors approved an increase to the authorised capital stock of €4.0 billion new paid-in shares (Resolution No.265 adopted on 15 December 2023).
- The effective date of this capital increase will be 31 December 2024. In the Bank's financial statements, from the effective date onwards, all *subscribed* new shares will be included within members' equity.
- The payment schedule for the new shares will be five equal instalments, commencing on the 30 April 2025 and annually thereafter. Shareholders may choose to make payments ahead of this schedule. For members subscribing after the first payment date (no later than 30th June 2025), they will have 60 days to make the first instalment.

# Callable Capital

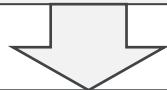
## Art. 6, 16, 17 and 42 of the Agreement Establishing EBRD



**European Bank**  
for Reconstruction and Development

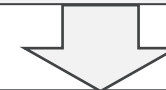
Payment source sequence pre termination of the Bank's operations (Article 17)

- Losses arising in the Bank's ordinary operations shall be charged to/ against:
  - 1) provisions
  - 2) net income
  - 3) special reserves (Article 16)
  - 4) general reserves and surpluses
  - 5) unimpaired paid-in capital
  - 6) "...lastly, an appropriate amount of the uncalled subscribed callable capital which shall be called..."



Payment source sequence post termination of the Bank's operations (Article 42)

- In the event of termination of the operations of the Bank, the liability of all members for all uncalled subscriptions to the capital stock of the Bank shall continue until all claims of creditors shall have been discharged
- Creditors on ordinary operations holding direct claims shall be paid:
  - 1) out of the assets of the Bank,
  - 2) out of the payments to be made to the Bank in respect of unpaid paid-in shares
  - 3) and then out of payments to be made to the Bank in respect of callable capital stock



Payment of callable capital subscriptions (Article 6)

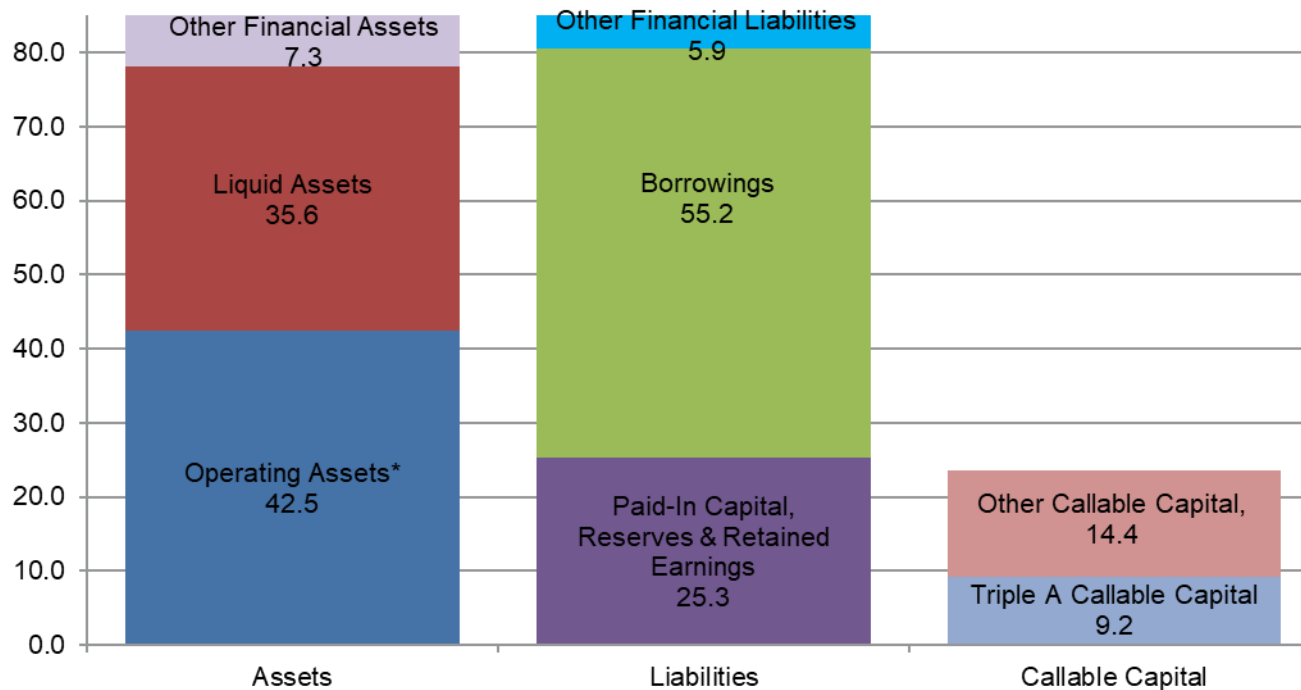
- Payment of the amount subscribed to the callable capital stock of the Bank shall be subject to call, taking account of Articles 17 and 42 of this Agreement, only as and when required by the Bank to meet its liabilities
- Such calls shall be uniform in ECU value upon each callable share calculated at the time of the call

# Robust Balance Sheet & Callable Capital



**European Bank**  
for Reconstruction and Development

## Key Components of EBRD's Balance Sheet as at 31 December 2024

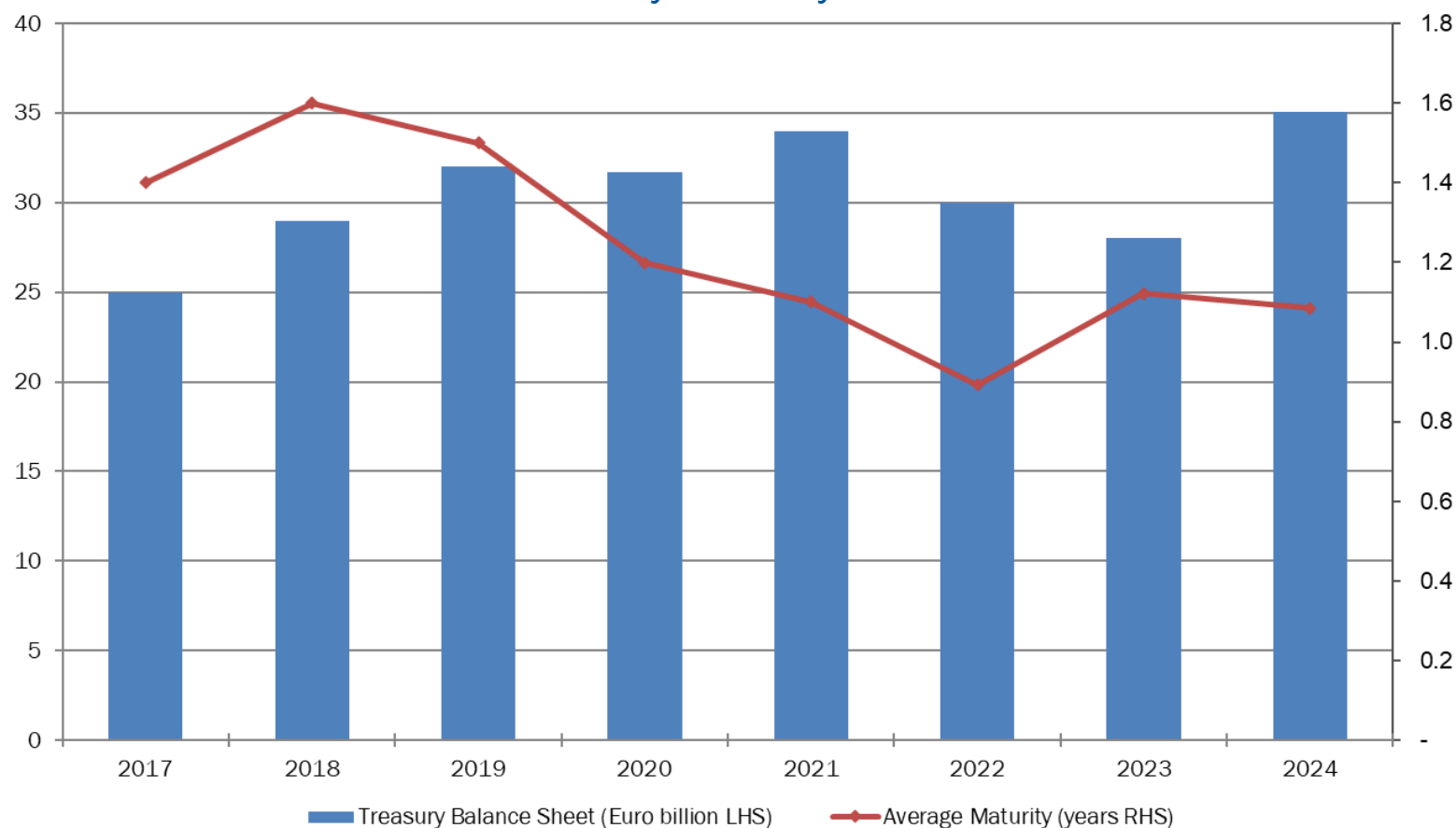


\* Accounting value net of provisions and with equity investments at Fair Value. Note that all other operating asset breakdowns in the presentation are at cost, which for YE 2024 equalled EUR 42.1bn



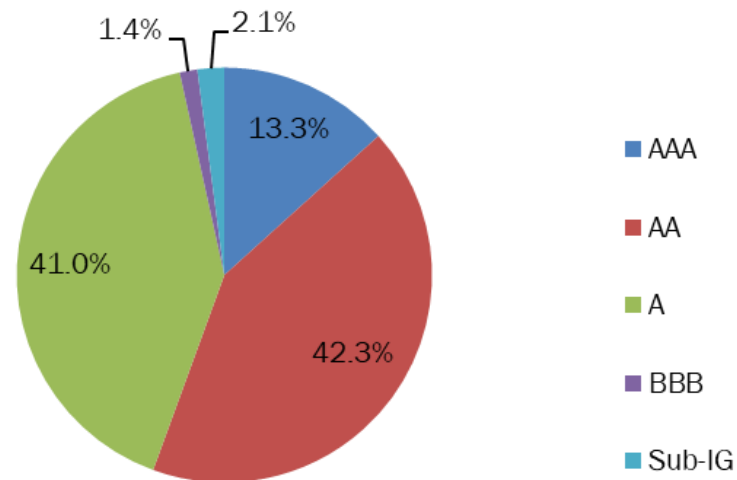
# Managing Treasury Asset Maturity

## Treasury Maturity Profile



# Treasury Liquid Assets by Rating

Breakdown of Total Liquid Assets (€35,032 million) by rating\*  
(as at 31 December 2024)

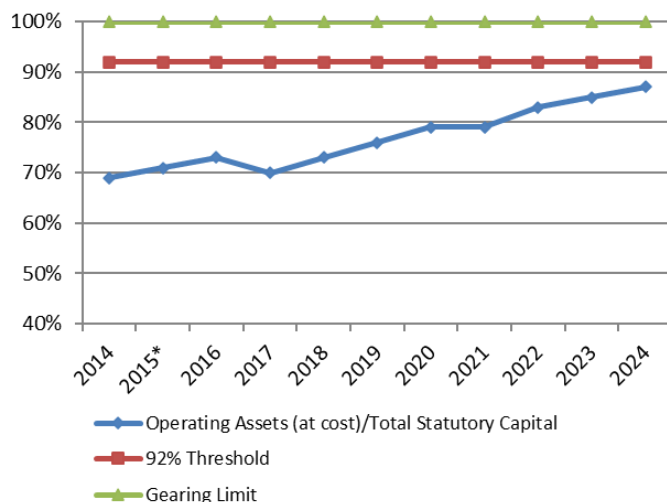


\* Using the S&P rating scale, based on in-house ratings for all senior unsecured exposures and rating agency issue ratings for other exposure (notably Covered Bonds). Ratings from 31 December 2024.

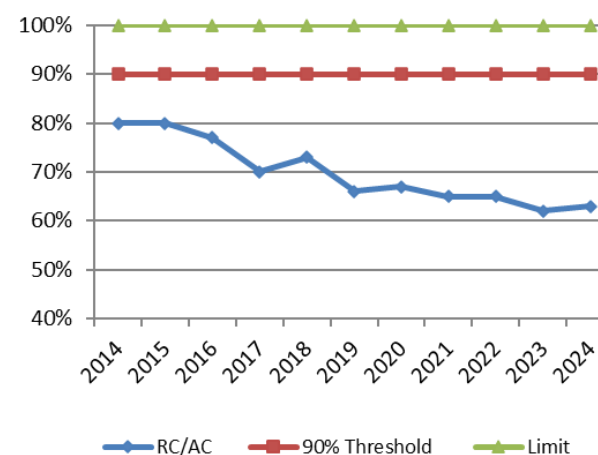


# Strong Levels of Capitalisation

Statutory capital measure (non-risk adjusted)\*



Risk adjusted capital measure\*\*



- Statutory capital utilisation increased from 76% in 2019 to 87% at YE 2024 due to the accelerated growth in net operating assets outpacing the modest growth in the statutory capital base.
- This metric is insensitive to unrealised movements on investments and risk rating changes.
- CAP utilisation at 63% (2019: 66%).

\* Since 2015, the statutory capital utilisation ratio (or 'gearing ratio') includes accumulated specific provisions in both the operating asset and the statutory capital bases. Prior year ratios have not been adjusted.

\*\* Capital utilisation ratios for year ends prior to 2019 are based on the policy valid at the time.

# Debt and Equity Investments by Region



**European Bank**  
for Reconstruction and Development

| Region<br>YE 2024 (in EUR million) | Debt             |             | Equity       |             |
|------------------------------------|------------------|-------------|--------------|-------------|
|                                    | Operating Assets | %           | Fair Value   | %           |
| <REGIONAL>                         | 2,999            | 8.1%        | 2,362        | 37.6%       |
| ALBANIA                            | 321              | 0.9%        | 0            | 0%          |
| ARMENIA                            | 216              | 0.6%        | 40           | 0.6%        |
| AZERBAIJAN                         | 740              | 2.0%        | 0            | 0%          |
| BELARUS                            | 212              | 0.6%        | 46           | 0.7%        |
| BOSNIA AND HERZEGOVINA             | 726              | 1.9%        | 11           | 0.2%        |
| BULGARIA                           | 428              | 1.1%        | 110          | 1.7%        |
| CROATIA                            | 787              | 2.1%        | 82           | 1.3%        |
| CYPRUS                             | 66               | 0.2%        | 103          | 1.6%        |
| CZECHIA                            | 219              | 1%          | 6            | 0.1%        |
| EGYPT                              | 3,141            | 8.4%        | 215          | 3.4%        |
| ESTONIA                            | 146              | 0.4%        | 14           | 0.2%        |
| GEORGIA                            | 1,012            | 2.7%        | 125          | 2.0%        |
| GREECE                             | 1,309            | 3.5%        | 395          | 6.3%        |
| HUNGARY                            | 377              | 1.0%        | 59           | 0.9%        |
| JORDAN                             | 685              | 1.8%        | 47           | 0.7%        |
| KAZAKHSTAN                         | 1,912            | 5.1%        | 30           | 0.5%        |
| KOSOVO                             | 179              | 0.5%        | 3            | 0.0%        |
| KYRGYZ REPUBLIC                    | 85               | 0.2%        | 2            | 0.0%        |
| LATVIA                             | 151              | 0.4%        | 141          | 2.3%        |
| LEBANON                            | 37               | 0.1%        | 0            | 0%          |
| LITHUANIA                          | 286              | 0.8%        | 93           | 1.5%        |
| MOLDOVA                            | 562              | 1.5%        | 141          | 2.2%        |
| MONGOLIA                           | 777              | 2.1%        | 25           | 0.4%        |
| MONTENEGRO                         | 157              | 0.4%        | 0            | 0%          |
| MOROCCO                            | 1,664            | 4.5%        | 25           | 0.4%        |
| NORTH MACEDONIA                    | 501              | 1.3%        | 0            | 0%          |
| POLAND                             | 3,040            | 8.2%        | 594          | 9.5%        |
| ROMANIA                            | 1,806            | 4.8%        | 409          | 6.5%        |
| RUSSIAN FEDERATION                 | 0                | 0.0%        | 64           | 1.0%        |
| SERBIA                             | 1,955            | 5.2%        | 83           | 1.3%        |
| SLOVAK REPUBLIC                    | 465              | 1.2%        | 0            | 0%          |
| SLOVENIA                           | 210              | 0.6%        | 242          | 3.9%        |
| TAJIKISTAN                         | 360              | 1.0%        | 14           | 0.2%        |
| TUNISIA                            | 479              | 1.3%        | 0            | 0%          |
| TÜRKIYE                            | 5,193            | 13.9%       | 674          | 10.7%       |
| TURKMENISTAN                       | 8                | 0.0%        | 0            | 0%          |
| UKRAINE                            | 2,721            | 7.3%        | 50           | 0.8%        |
| UZBEKISTAN                         | 1,318            | 3.5%        | 68           | 1.1%        |
| <b>Total</b>                       | <b>37,251</b>    | <b>100%</b> | <b>6,275</b> | <b>100%</b> |



# ESG and Environmental & Social Sustainability

## ESG integration

- EBRD's robust ESG criteria focus on identifying and mitigating risk, as well as measuring impact;
- The Environmental and Sustainability Department is responsible for environmental and social risks, mitigants and impacts;
- Project summary documents (publicly available) include main environmental and social benefits, risks, mitigants and action plans;
- The Compliance, Legal, Risk Management and Banking departments collectively oversee governance issues;
- EBRD policies, procedures and reports:-
  - ✓ [Sustainability Report](#)
  - ✓ [TCFD](#)
  - ✓ [Updated and enhanced ESG reporting under GRI](#);
  - ✓ [EBRD Environmental and Social Policy](#);
  - ✓ [The Enforcement Policy and Procedures](#);
  - ✓ [Corporate Governance Review Toolkit](#);
  - ✓ [Domiciliation Policy](#);
  - ✓ [Integrity and Anti-Corruption Report](#);
  - ✓ [Integrity Risks Policy](#);

## Environmental and social sustainability

- EBRD must “promote in the full range of its activities environmentally sound and sustainable development” (Article 2.1 (viii) of the Agreement Establishing the EBRD);
- Projects are required to meet a comprehensive set of minimum environmental and social performance requirements covering key areas of sustainability;
  - ✓ [Assessment and Management of Environmental and Social Impacts and Issues](#);
  - ✓ [Labour and Working Conditions](#);
  - ✓ [Resource Efficiency and Pollution Prevention and Control](#);
  - ✓ [Health and Safety](#);
  - ✓ [Land Acquisition, Involuntary Resettlement and Economic Displacement](#);
  - ✓ [Biodiversity Conservation and Sustainable Management of Living Natural Resources](#);
  - ✓ [Indigenous Peoples](#);
  - ✓ [Cultural Heritage](#);
  - ✓ [Financial Intermediaries](#); and
  - ✓ [Information Disclosure and Stakeholder Engagement](#).

# Green Economy Transition



European Bank  
for Reconstruction and Development

- The Green Economy Transition (GET) approach aims to:
  - ✓ advance the transition to an environmentally sustainable, low-carbon and climate-resilient economy; and
  - ✓ prevent economies from being locked into carbon-intensive, climate-vulnerable and/or environmentally damaging pathways.
- EBRD's Green Economy Transition (GET 2.1) approach targets green financing of at least 50% of the Bank's annual investment by 2025, and includes:
  - ✓ Green investment and concessional financing;
  - ✓ Policy engagement; and
  - ✓ Technical support.
- Projects that qualify for GET need to demonstrate to “clearinghouse” experts that they:
  - ✓ result in clearly identifiable and measurable environmental benefits;
  - ✓ address environmental challenges that impact economic activity and human health; and
  - ✓ bring incremental environmental benefits that would not be seen as “business as usual”.

\* For more information on GET, please see: <https://www.ebrd.com/what-we-do/get.html>

For more information on the EBRD energy sector strategy, please see: [EBRD approves new Energy Sector Strategy 2024-28](#)

# Green Bond Issuance by EBRD



**European Bank**  
for Reconstruction and Development

- Since 2010, EBRD has issued **Environmental Sustainability Bonds (“ESB”)**
  - ✓ Issued against a Green Project Portfolio (“GPP”) of “dark green” assets;
  - ✓ The GPP can potentially cover all project categories under the Green Bond Principles (“GBP”).

**EUR 7.0 billion issued in 108 transactions**

- In 2019, EBRD introduced **Climate Resilience Bonds (“CRB”)**
  - ✓ Underpinned by a Climate Resilience Project Portfolio (“CRPP”) of assets that are consistent with the CBI’s Climate Resilience Principles;
  - ✓ Investments in the CRPP focus on the GBP category of “climate change adaptation”.

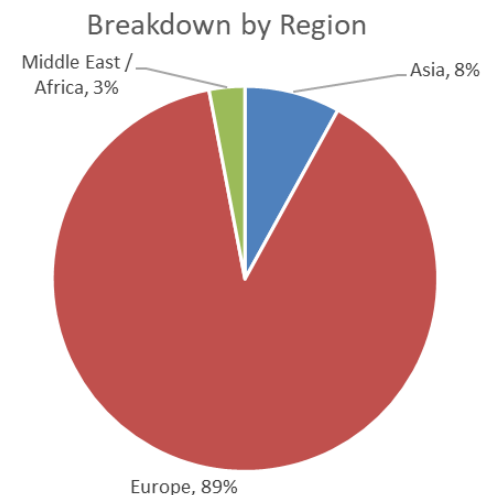
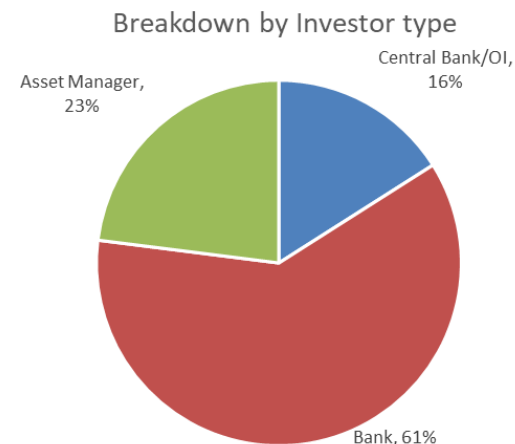
**EUR 1.2 billion issued in 13 transactions**

- In 2019, EBRD instigated **Green Transition Bonds (“GTB”)**
  - ✓ Financing a Green Transition Project Portfolio (“GTPP”) that focuses on key sectors of the economy, which are currently highly dependant on the use of fossil fuels, to enable their transition to low carbon and resource-efficient operations;
  - ✓ Projects in the GTPP concentrate on manufacturing, food production and the construction and renovation of buildings, with an emphasis on four GBP categories.

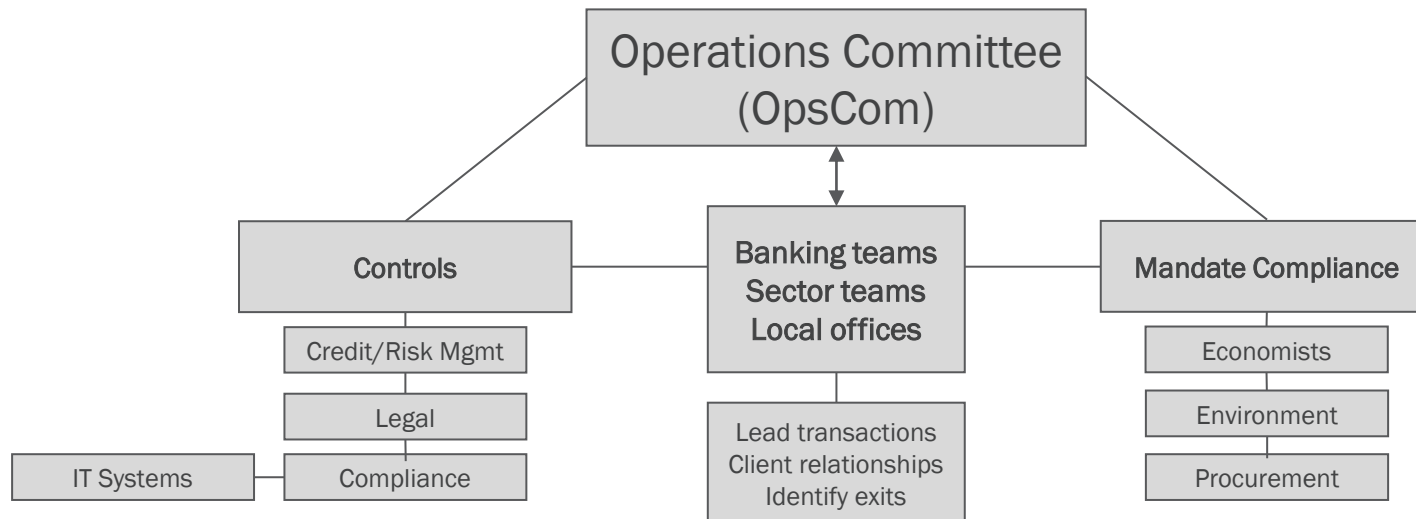
**EUR 2.2 billion issued in 23 transactions**

**All EBRD’s Green Bond (ESB, CRB and GTB) issuance is aligned with the Green Bond Principles**

## ESB Benchmark Issuance EUR 1.0 billion March 2032



# EBRD Investment Decision Operations Committee



- Key operational decision body with weekly committee meetings;
- Comprised of members from Banking, Risk Management, Legal, Operations, Economists' Department and Finance;
- Project based decisions on e.g. investments proposals and equity exits; and
- Decisions require consensus.



# EBRD Investment Decision

## Process steps

Documentation required for each stage of approval follows a prescribed format

| Concept Review  | Structure Review  | Final Review  | Board Approval   | Signing   |
|---|---|---|--|---|
| Initial clearance before allocating resources to a project. | Complex projects return to OpsCom for Structure Review. Norm for e.g. equity investments. | Once key terms have been negotiated and appropriate due diligence has been completed. | Unless approved in a framework, all projects need to be approved by the Board of Directors. Host country has veto right. | Before signing, a closing certificate is signed to record any significant changes since Final Review. |

- Rigorous screening and approval process, with early involvement of support units (e.g. Risk Management, Legal, Treasury); and
- Included in the process are requirements on e.g. anti money laundering and counter terrorism funding regulations as well as environmental policies.

# Board of Directors



**European Bank**  
for Reconstruction and Development

- The powers of the EBRD are vested in the Board of Governors to which each member appoints a governor, generally the minister of finance;
- The Board of Governors delegates most powers to the Board of Directors, which is responsible for EBRD's strategic direction;
- EBRD has a resident Board of Directors that meets every second week;
- There are currently 22 Directors representing the 77 shareholders;
- Investment discussions typically focus on a project's alignment with the Bank's mandate and larger strategy; and
- Decisions are made by majority vote with the Director of the country in which the project is located having a veto right.



# Monitoring Development Related Exposure

- The monitoring phase begins immediately after Board Approval and continues until repayment or, for equity, divestment;
- The monitoring focuses not only on credit elements, but also development milestones agreed with the client (related to e.g. business or environmental targets, changes in corporate governance);
- The additional monitoring elements ensure in-depth understanding of the client's business and increase the probability of identifying problems early; and
- The monitoring system also provides the basis for a quarterly credit report that is submitted to the Board of Directors.



# EBRD organisation

As at September 2024

Executive Committee

\*observer status

Independent Project  
Accountability Mechanism  
Victoria Márquez-Mees  
Chief Accountability Officer

Human resources and  
organisational design  
Hannah Meadley-Roberts\*  
Managing Director

Board of Governors

Board of Directors

**President**  
Odile Renaud-Basso  
President

Evaluation Department  
Veronique Salze-Lozac'h  
Chief Evaluator

Office of the Chief  
Compliance Officer  
Jelena Madir  
Chief Compliance Officer

## Client Services

Jürgen Rigtterink  
First Vice President, Head of Client Services Group

### Banking

Financial institutions  
Sustainable infrastructure group  
SME finance and development  
Equity  
Opscom and SBIC

Matteo Patrone  
Vice President, Banking

Central and South-eastern Europe (including Greece)  
Southern and eastern Mediterranean  
Eastern Europe and the Caucasus  
Central Asia  
Türkiye  
Portfolio and Russia

Jean-Marc Peterschmitt  
Chief Operating Officer  
Client Services Group  
Managing Director  
Corporate Sector group

### Policy and partnerships

Mark Bowman  
Vice President, Policy and Partnerships  
Climate Strategy and Delivery  
Policy Strategy and Delivery  
Impact and partnerships

## Finance

Burkhard Kübel-Sorger  
Vice President,  
Chief Financial Officer

Finance - Strategy, Planning  
and Control  
Debt Mobilisation  
Operations and Service  
Management  
Treasury

## Risk and Compliance

David Coleman  
Vice President Risk,  
Chief Risk Officer

Risk management  
Environment and sustainability  
Procurement  
Security

## Transformation

Dina Matta  
Vice President,  
Chief Transformation Officer

Information technology  
Administrative services  
Data and transformation

## Central Services

Office of the  
General Counsel  
Michael Strauss  
General Counsel

Office of the  
Secretary General  
Kazuhiko Koguchi  
Secretary General

Office of the  
Chief Economist  
Beata Javorcik  
Chief Economist

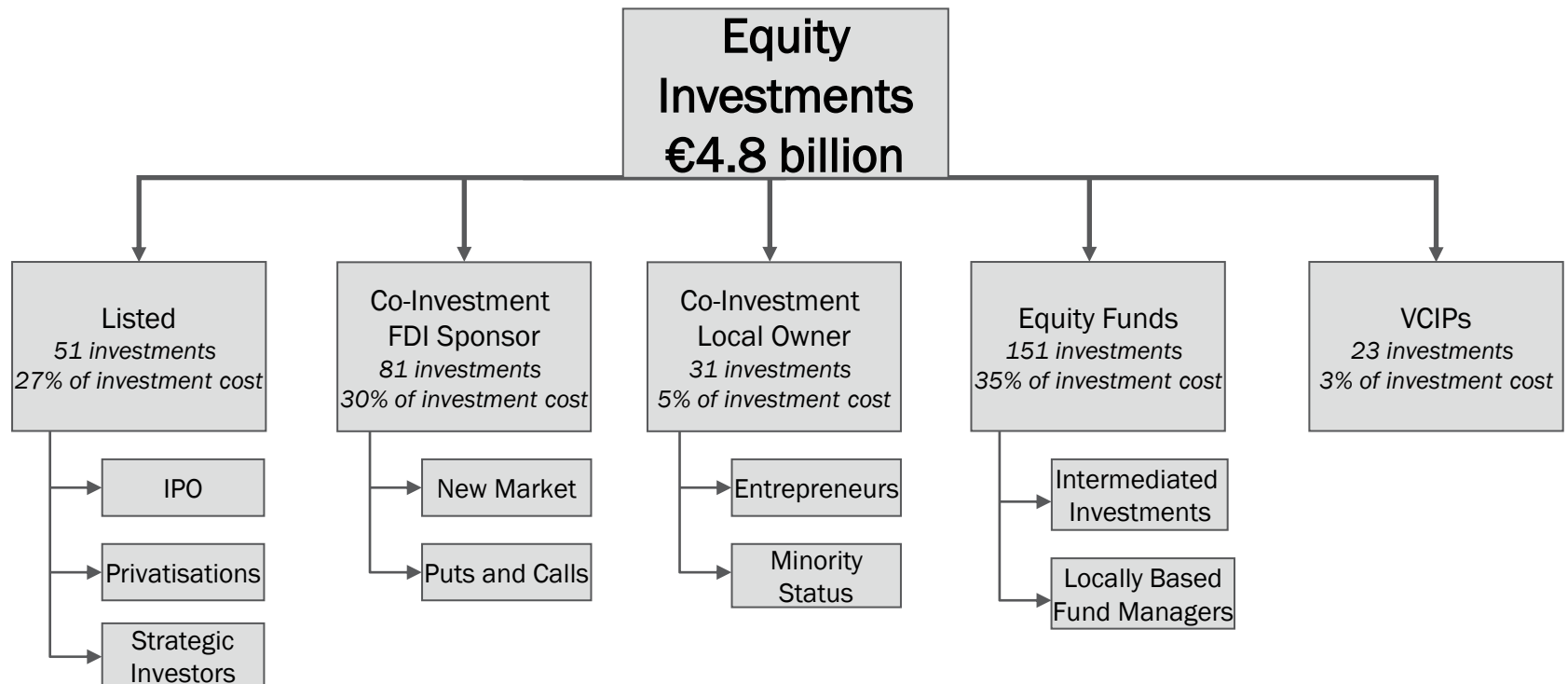
Communications  
Richard Porter\*  
Managing Director

Corporate Strategy  
Carlos San Basilio  
Managing Director

Internal Audit  
Office of the President



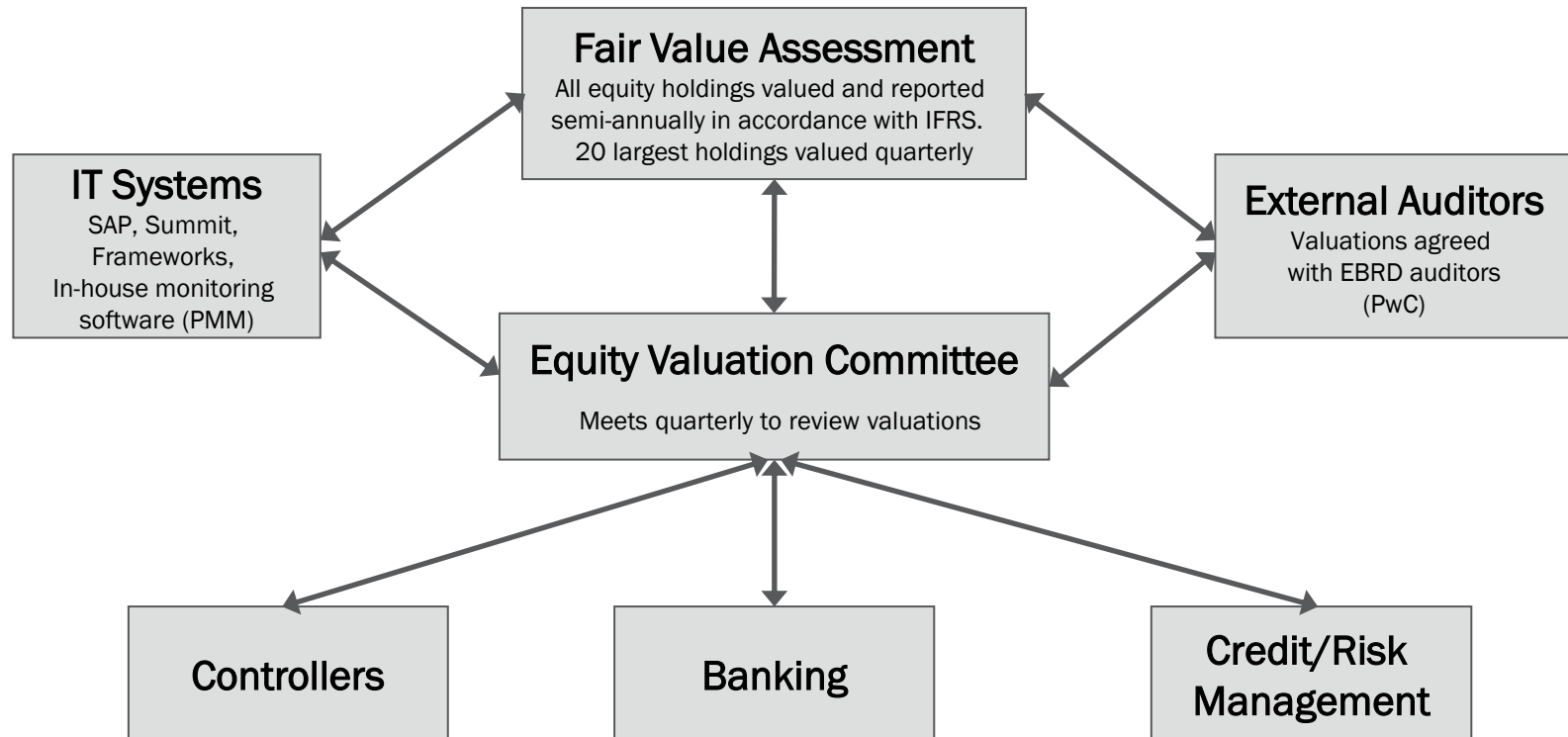
# EBRD Equity Portfolio



- EBRD's total equity investments at YE 2024 were €4.8 billion (at cost), with an equity fair value of €6.3 billion (including associated derivatives).



# EBRD Valuation and Control Process



- Fair value of equity investments is regularly and rigorously assessed in a well established process involving all key constituencies.

# Preferred Creditor Status

- The Preferred Creditor Status (PCS) means that:
  - EBRD loans should not be subject to moratoria or restrictions on convertibility or transferability of hard currency;
  - Potential exemption from country provisioning requirements (where applicable) for participant banks;
  - EBRD loans are not included in the Paris Club or London Club; and
  - Assessed transactions may pierce the sovereign rating.
- The PCS does not constitute:
  - A guarantee or letter of comfort from the government, or from the EBRD, that the loan will perform commercially; and
  - An indicator of the loan's creditworthiness per se and co-financiers must carry out their own due diligence in the normal manner.
- The PCS has been tested during several crises
  - During the Russian moratorium of 1998, for instance, all payments to the EBRD and its B Lenders came through on time.

# Article 1 – Political Conditionality

- The Bank assesses compliance with the principles stated in its Article 1 regularly, in accordance with the Board approved documents that guide implementation of political principles of the Bank's mandate ([Political aspects of the mandate of the EBRD](#)). Political assessments are based on accepted 'reference points' - the body of international treaties, law, declarations, conventions and instruments developed by relevant international organisations - listed in the documents.
- Compliance with Article 1 political principles is assessed in the context of the Country Strategy process. Political developments – elections, adoption of key legislation or any dramatic political events - are monitored throughout the year and reported to the Board of Directors as relevant.
- In the process of implementing the mandate, the Bank consults with and works together with country authorities, other shareholders of the Bank, civil society organisations, local and international NGOs as well as other IFIs and relevant international organisations.
- In countries where the Bank is faced with compliance challenges, a “**more for more/less for less**” approach is applied. The approach is three-pronged and includes:
  - assessment and monitoring of the political situation on a regular basis;
  - engagement with key stakeholders, including civil society organisations, and coordination and alignment with key international partners; and
  - adjustment of new investment activities and policy engagement as new trends materialise (Including: Modifying public/private sector share; Intensifying/prioritising policy engagement in the Bank's areas of expertise; Enhancing conditionality at project level; Narrowing investments on activities with positive cross-border externalities; and Managing overall business volume (increase or decrease)).



# Disclaimer



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