



STRESS TESTING CREDIT PORTFOLIOS FOR CLIMATE RISK

A framework for assessing medium-term and long-term vulnerability of credit portfolios to climate risk

HIGHLIGHTS

- Climate risk, in the context of the financial sector, refers to the potential for adverse economic consequences resulting from climate change as well as human responses to climate change.
- At a systemic level, climate risk may cause widespread asset devaluation and defaults, particularly in vulnerable sectors like real estate and energy. These effects can lead to liquidity shortages, increased market volatility, and systemic credit losses, which may cascade through interconnected financial institutions and may have adverse implications on the financial stability of the broader banking system¹.
- For individual banks, climate risk drivers may impact their conventional financial risks directly or indirectly through their counterparties or financial assets. Such an impact can be transmitted through micro-economic transmission channels at both corporate and household levels and thus has the potential to affect the safety and soundness of individual banks.
- Specifically in terms of banks' credit risk, climate risk can deter their borrowers' creditworthiness through operational and supply-chain disruptions and can adversely impact collateral valuations, translating to a tangible impact on the banks' credit risk profiles.
- Such an interplay of credit and climate risks brings into focus a range of climate-related pathways that banks need to consider as part of the periodic stress testing of their credit portfolios.
- This paper explores a structured framework for banks to test the resilience of their credit portfolios to climate risk and assess its impact on their capital positions and expected credit losses under different climate scenarios of extreme severities.
- The paper also discusses how banks can update their existing stress testing frameworks to account for the additional complexities of climate risk.

¹ Basel Committee on Banking Supervision



CONTENTS

What is Climate Risk?	4
How does Climate Risk Affect Banks' Credit Portfolios?	6
Assessing Vulnerability to Climate Risk: Designing the Stress Testing Plan	8
Stress Testing for Climate Risk - An Illustrative Framework	12
Taking it Forward: A Roadmap for Evolving the Stress Testing Framework	22

WHAT IS CLIMATE RISK?



What is Climate Risk?

The Intergovernmental Panel for Climate Change (IPCC)² describes climate risk as *the potential for adverse consequences, of climate change as well as human responses to climate change, on lives, livelihoods, health and wellbeing, economic, social and cultural assets and investments, infrastructure, services (including ecosystem services), ecosystems and species.*

Climate risk includes physical risks related to the physical impacts of climate change and transition risks related to the adjustment to a net-zero emission economy³.

According to the Basel Committee on Banking Supervision⁴ (BCBS), climate risk has the potential to affect the safety and soundness of individual banks and have adverse implications on the financial stability of the broader banking

system. Some examples highlighted in the Committee's December 2023 working paper on the effects of climate change-related risks on banks are listed below⁵.

- After a flood event, the probability of default (of a non-insured moderately priced property) increases by 2.6 times after two years⁶.
- Firms in regions exposed to droughts pay significantly higher spreads on their bank loans: loan spreads of firms in the top quartile of climate risk exposure are about 4.4% larger than those of firms in the bottom quartile⁷.
- The interest rate spread for mortgages in a zip code where all residential real estate are exposed to sea level rise (SLR) risk is approximately 7.5 bp higher than the interest rate spread for mortgages in a corresponding area where none of the properties are

exposed to SLR risk⁸.

- A 2021 study on potential impact of flooding on the Dutch banks estimates that a major flooding event might cause a 10% fall in the country's GDP, and a possible impact of up to 700 basis points on its banks' capital⁹.

Consequently, banks should identify, monitor and manage all climate-related financial risks that could materially impair their financial condition, including their capital resources and liquidity positions.

This paper explores how banks can test the resilience of their credit portfolios to climate risk and assess its impact on their capital positions and expected credit losses under different climate scenarios.

Figure 1 describes the concepts of physical and transition risks in greater detail.

PHYSICAL RISKS

Economic costs and financial losses resulting from the increasing severity and frequency of:

- **Extreme climate change-related weather events** (or extreme weather events) such as heatwaves, landslides, floods, wildfires and storms (**acute physical risks**);
- **Longer-term gradual shifts of the climate** such as changes in precipitation, extreme weather variability, ocean acidification, and rising sea levels and average temperatures (**chronic physical risks** or chronic risks);
- Indirect effects of climate change such as loss of ecosystem services (e.g., desertification, water shortage, degradation of soil quality or marine ecology)

TRANSITION RISKS

The risks related to the process of adjustment towards a low-carbon economy. Drivers of transition risks include:

- Changes in public sector (generally government) **policies, legislation and regulation**
- Changes in **market and customer sentiment**
- Changes in **technology**

Each of these drivers has the potential to generate, accelerate, slow or disrupt the transition towards a low-carbon economy.

² The concept of risk in the IPCC Sixth Assessment Report: A summary of cross-Working Group discussions, Intergovernmental Panel for Climate Change – September 2020

³ Guide to climate scenario analysis for central banks and supervisors, Network for Greening the Financial System Technical document – June 2020

⁴ Principles for the effective management and supervision of climate-related financial risks – June 2022

⁵ BCBS Working Paper 40, The effects of climate change-related risks on banks: a literature review – December 2023

⁶ Correa, R., A. He, C. Herpfer and U. Lei (2023). "The rising tide lifts some interest rates: Climate change, natural disasters and loan pricing". (No. 889/2023) ECGI Working Papers in Finance, March 2023

⁷ Javadi, S., Masum, A.-A. (2021) "The impact of climate change on the cost of bank loans", Journal of Corporate Finance, Volume 69, August 2021, 102019

⁸ Nguyen, D. D., Ongena, S., Qi, S. and Sila, V. (2022). "Climate change risk and the cost of mortgage credit." Review of Finance, Vol. 26(6), pp. 1509-1549

⁹ Caloia, F. and D.J. Jansen (2021). "Flood risk and financial stability: Evidence from a stress test for the Netherlands". (No. 730m) Working Paper DNB, November 2021.

HOW DOES CLIMATE RISK AFFECT BANKS' CREDIT PORTFOLIOS?

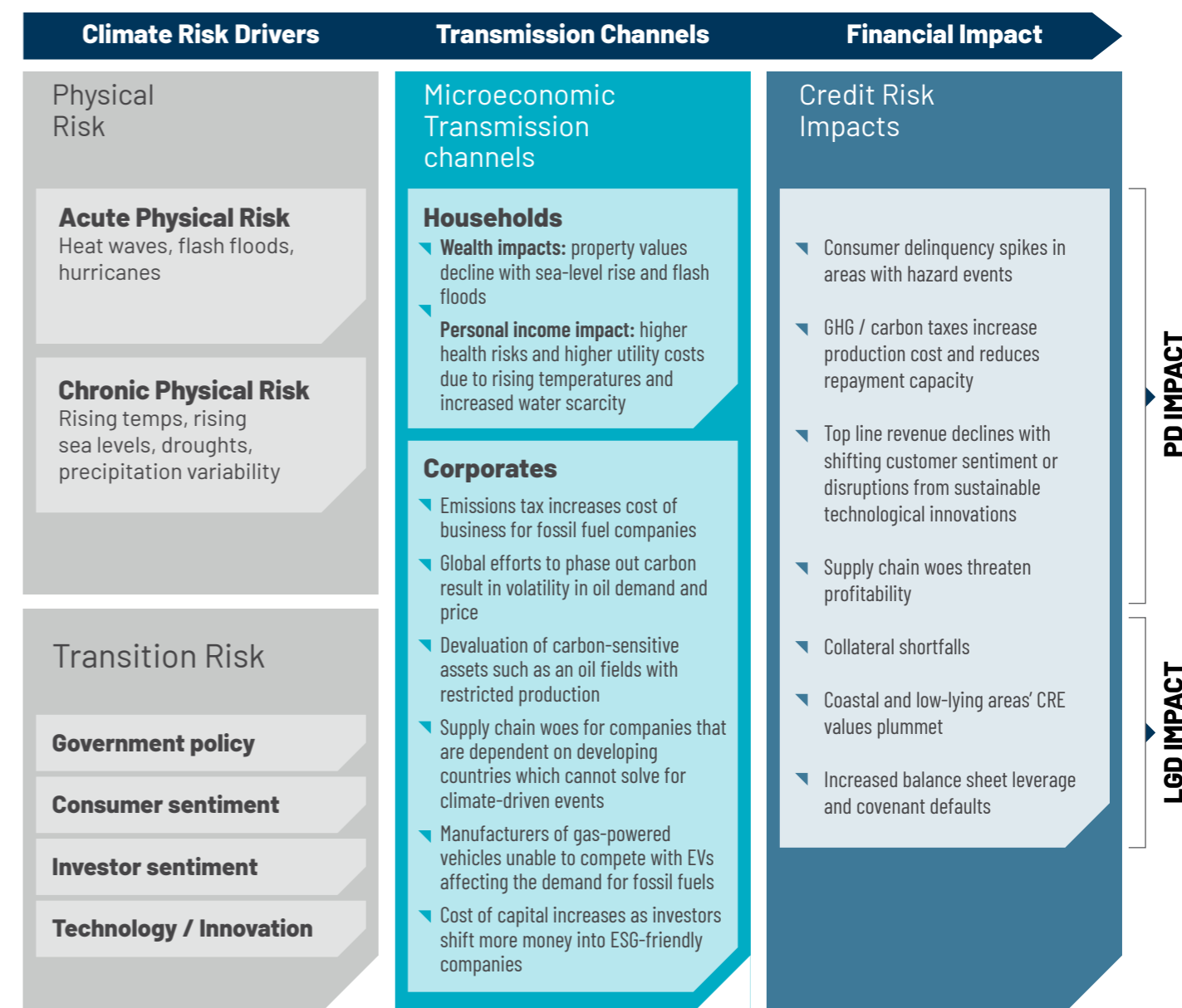
How does Climate Risk Affect Banks' Credit Portfolios?

The need for prudent risk management brings into focus the impact of climate risk on credit risk, which makes up a material component of banks' risk exposure and capital requirements in the GCC region¹⁰. Such a relationship is predicated on climate risks translating into tangible deterrents to their

borrowers' creditworthiness or adverse impact on collateral valuations. Figure 2 highlights examples of specific physical and transition risks and the transmission channels through which they can crystallize into increased credit risks (represented in terms of a probability of default (PD) and loss-given default (LGD)).

In the presence of such channels of climate risk translating into natural deterrents to their borrowers' creditworthiness, banks must assess the vulnerability of their credit portfolios under a range of climate-related scenarios.

Figure 2 Transmission Channels for Climate Risks to Credit Risks



Source: The Network of Central Banks and Supervisors for Greening the Financial System (NGFS), Protiviti

¹⁰ Credit risk accounts for more than 80% of the total risk-weighted assets based on Protiviti's analysis of the top 30 banks in the GCC region

ASSESSING VULNERABILITY TO CLIMATE RISK: DESIGNING THE STRESS TESTING PLAN

Assessing Vulnerability to Climate Risk: Designing the Stress Testing Plan

Banks and financial institutions conduct periodic stress testing of their credit portfolios to assess vulnerabilities arising from the potential impact of severe but plausible economic or financial scenarios. The introduction of climate risk brings

into focus a range of additional climate-related pathways that banks may need to consider for estimating such an impact.

In achieving this objective, banks should define the critical elements of the stress

testing plan, as illustrated in Figure 3: objective, approach, risk parameters, climate-related scenarios, time horizon, assumptions, outcome, and any other relevant parameters related to the exercise.

Figure 3 Elements of a Stress Testing Plan



These elements are described below in greater detail.

1. Stress Testing Objective

As per BCBS guidance, the objective of climate scenario analysis should reflect the bank's overall climate risk management objectives as set out by its board and senior management (BCBS Principle 12.44).

In the context of assessing climate change-related impact on credit risk, one key objective can be measuring the vulnerability of the bank's credit portfolio to climate-related risks by estimating their impact on capital requirements for credit risk (credit risk capital) and expected credit losses

2. Stress Testing Approach

The approach should highlight the methodology used for conducting scenario analysis, for example, whether a bottom-up or a top-down method has been used.

In the context of assessing climate change-related impact on credit risk, a bottom-up approach may assess the impact on the bank's top 50 non-financial corporate borrowers (based on aggregate exposure). A top-down approach, on the other hand, may leverage banks' current IFRS9 models to analyze climate change impact at a segment level (based on economic sectors or any other segmentation criteria).

At this stage, it may also help to define any additional qualifying criteria for the stress testing exercise, e.g., the definition of exposure (e.g., are investments in debt and equity included?), criteria for sectors (e.g., are only climate-sensitive sectors considered, and, if yes, how are they identified?), and borrowers (e.g., will government-related entities be included?).

3. Risk Parameters

The stress testing plan should indicate the specific risk parameters that will be stressed during the exercise.

In the context of assessing climate change-related impact on credit risk, the typical risk parameters to be tested may include the borrowers' risk rating, probability of default, and loss-given-default estimates.

4. Climate Scenarios

As per BCBS guidance, banks should consider a range of plausible climate-related scenarios based on their potential benefits and limitations.

In the context of assessing climate change-related impact on credit risk, and given the uncertainty related to the timing, severity, and frequency of climate-related scenarios, banks may leverage the three scenarios developed by the Central Banks and Supervisors Network for Greening the Financial System (NGFS)¹¹ as highlighted in Table 1.

5. Time Horizon

As per the guidance from BCBS, scenario analysis should employ a mix of short-term and long-term horizons to address different risk management objectives and levels of uncertainty. This principle is also echoed by the Monetary Authority of Singapore¹², which states in its October 2023 guidance that banks 'should take a multi-year approach, beyond the typical financing or investment time horizons, to facilitate a more comprehensive assessment of climate-related risks.'

In the context of assessing climate change-related impact on credit risk, banks may consider assessing climate change-related impact on credit risk capital and expected credit losses over a short-term horizon of 5-8 years (e.g., in 2030) and long-term horizon of 15-20 years (e.g., in 2040).

6. Assumptions

The stress testing exercise's assumptions and methodology should be clearly documented as part of the stress testing plan. The BCBS guidance also states that banks should consider these assumptions' potential benefits and limitations.

7. Outcome

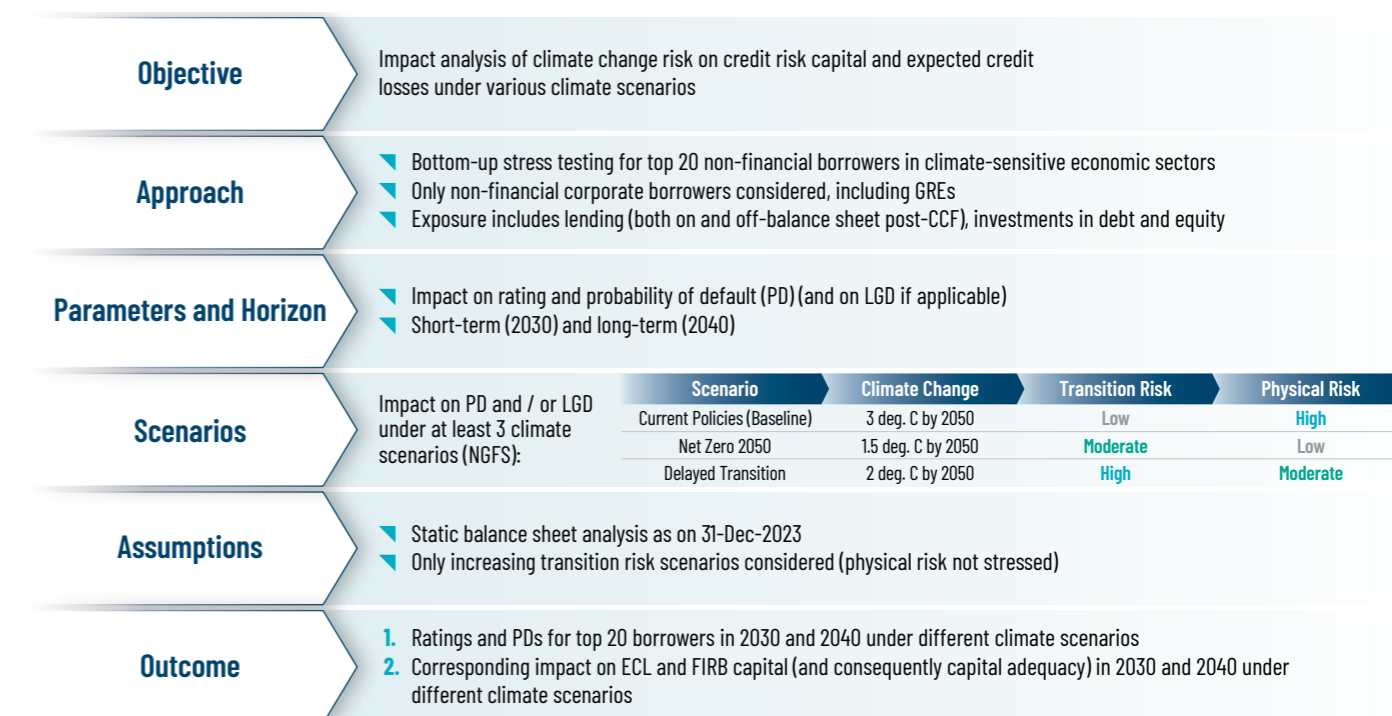
The stress testing plan should indicate the specific outcome/parameters that will be captured as results from the exercise. The outcome should be aligned with the stress testing objectives and other elements of the plan.

In the context of assessing climate change-related impact on credit risk, for example, the outcome may capture the stressed values of credit risk capital and expected credit losses for the bank's top 50 non-financial corporate borrowers at two future points in time, 2030 and 2040.

Table 1 Summary of NGFS Climate-related Scenarios

Sr.	Scenario Name	Scenario Description	Transition Risk	Physical Risk
01	Current Policies (+3.0°C)	In this scenario, no further climate policies or measures are introduced to arrest the impact of climate change, potentially resulting in 3 °C or more of warming. This may result in high physical risks but minimal transition risks.	Low	High
02	Net Zero 2050 (+1.5°C)	In this scenario, there is a coordinated implementation of climate policies across all sectors of the economy to reach net-zero CO ₂ emissions by 2050 and limit the global temperature increase to 1.5 degrees. This may result in high transition risks from higher emissions costs and changes in business and consumer preferences, but minimal physical risks due to the arrested impact of climate change.	Moderate	Low
03	Delayed Transition (+2.0°C)	In this scenario, it is assumed that global emissions do not decrease until 2030, resulting in the need for strong climate policies to arrest warming to below 2 degrees. This leads to higher transition risks compared to the Net Zero 2050 scenario, and higher physical risks compared to the Current Policies scenarios.	High	Moderate

Figure 4 Highlights an illustrative stress testing plan based on the elements described in this section.



The design of a clearly articulated and well-defined stress testing plan is an essential first step toward an effective assessment of climate risks on banks' credit portfolios. The following section highlights how banks can implement this plan through a structured and practical stress testing framework that combines each element and explores potential risks in various plausible future scenarios.

¹¹ <https://www.ngfs.net/ngfs-scenarios-portal/explore>

¹² MAS Guidelines for Financial Institutions on Transition Planning for a Net Zero Economy, October 2023

STRESS TESTING FOR CLIMATE RISK – AN ILLUSTRATIVE FRAMEWORK

Stress Testing for Climate Risk – An Illustrative Framework

According to the Federal Reserve Bank of New York¹³, the application of stress testing for the impact analysis of climate risk ‘requires important work in at least two dimensions: the design of scenarios that describe the relevant realizations of “climate risk”, and quantitative modeling of the channels through which these risk realizations lead to adverse economic outcomes that can affect banks and potentially financial stability.’

While the NGFS scenarios provide a universal set of plausible climate scenarios as a starting point for the former dimension, the latter requires banks to put in place a structured framework that factors in the practical challenges associated with the nascent stage of climate risk analysis. Figure 5 illustrates a practical stress testing framework for assessing the impact of climate risks on a bank’s credit

portfolio. This illustrative framework utilizes a bottom-up approach towards stress testing through which a bank evaluates the impact of climate risks on the top borrowers in its portfolio (based on aggregate exposure). It is also assumed that only the transition risks and default probabilities (PDs) are stressed as part of this scenario exercise.

Figure 5 An Illustrative Stress Testing Framework



Each of the above steps is described below in greater detail.

¹³ Climate Stress Testing, Federal Reserve Bank of New York Staff Reports No. 1059, June 2023

1. Identify PD drivers from credit models/scorecards

As a first step, banks may leverage their existing credit models/scorecards to identify the key variables driving credit performance and form a preliminary shortlist of 'PD drivers,' for example:

- Top 3 variables with the highest normalized coefficient in case of statistical models
- Top 3 variables with the highest weights in case of heuristic (expert judgment-based) scorecards

Banks must prioritize quantitative, continuous variables, typically financial

or account conduct-related parameters, as PD drivers so that they can be regressed with climate data (as explained in later steps). Figure 6A highlights an illustrative framework for identifying PD drivers within an existing credit model or scorecard..

Figure 6A Illustrative framework for identification of PD drivers within a credit scorecard

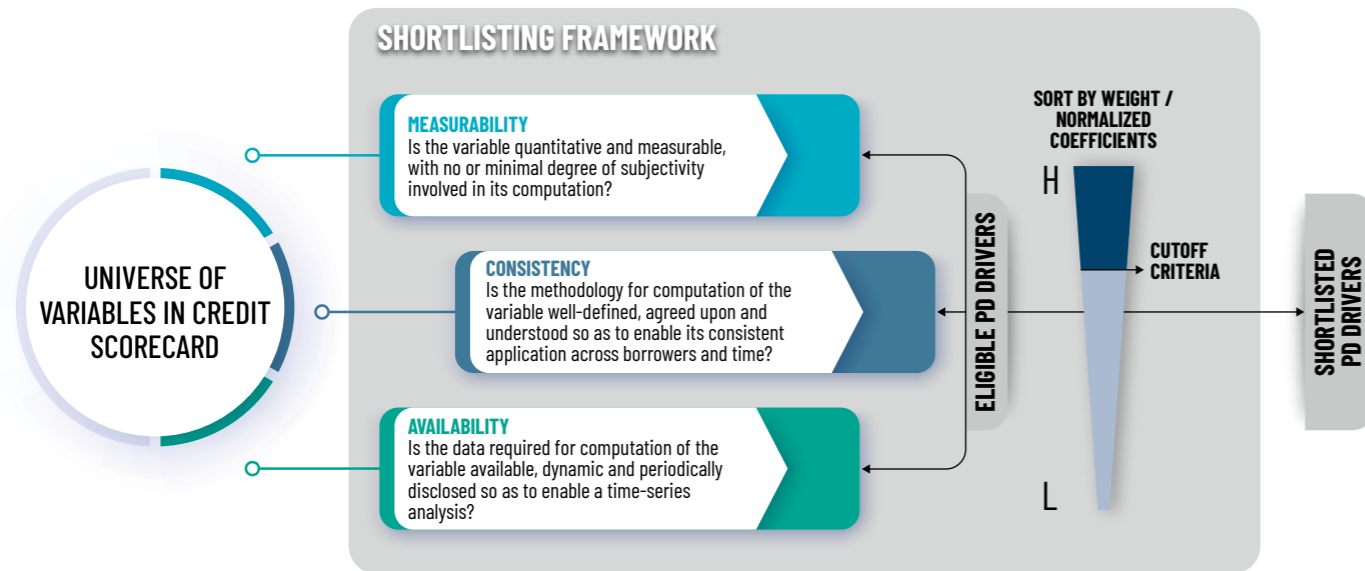
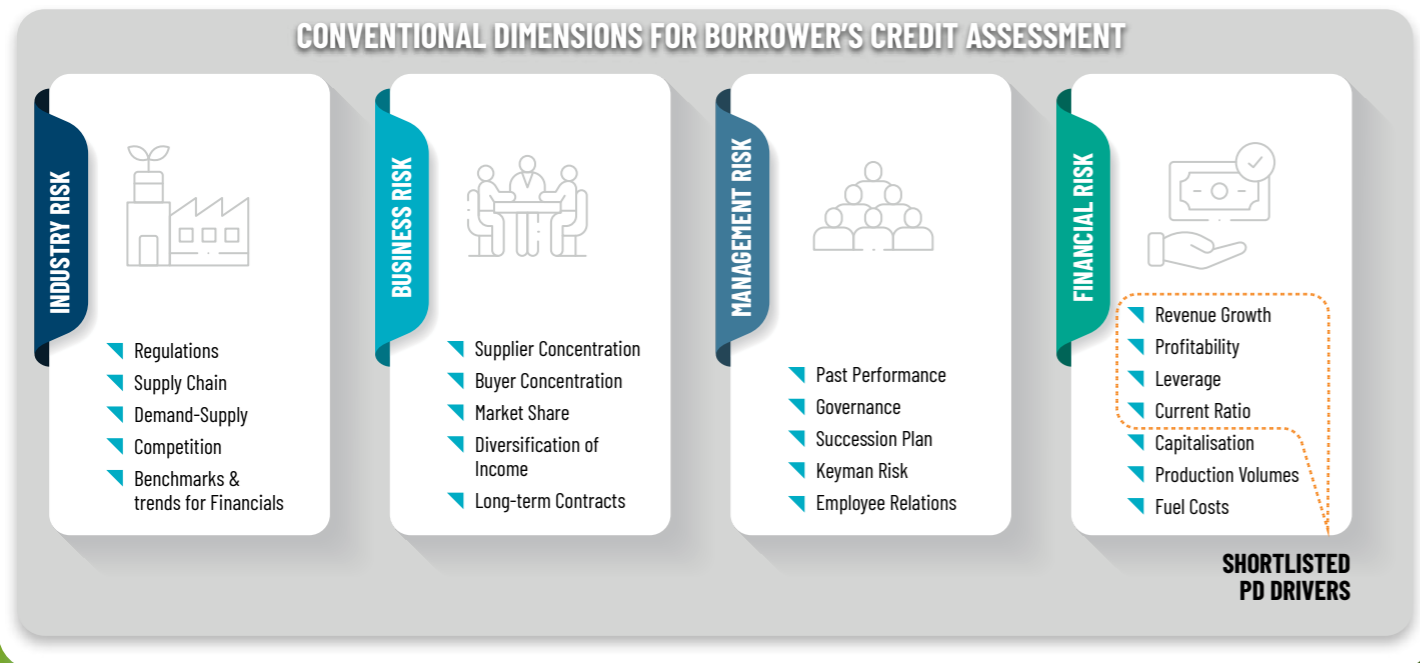


Figure 6B highlights such shortlisted PD drivers for an illustrative credit scorecard for the non-financial corporate segment.

Figure 6B Example of Identification of PD Drivers for a Sample Credit Scorecard



2. Regress PD drivers with climate variables

In this step, banks shall conduct a regression analysis of each PD driver from Step 1 with historical data for climate variables. The outcome of such an analysis will be to derive data-driven models that establish the

PD drivers as functions of standalone climate variables.

Banks can leverage the NGFS database for historical time series data on climate variables. It may also help banks to focus on regionally relevant variables from the NGFS database. For example, variables related to oil

production and CO2 emissions may be prioritized in the specific context of the GCC region.

Figure 7 illustrates regressing PD drivers with climate variables from the NGFS database.

Figure 7 Example of Regression of PD Drivers with Historical Climate Data

Name	2005	2006	2007	2008	2009	2010	2011
World CO2 emissions (Bln tonnes of CO2 per year)	34	35	37	37	37	38	39
Oil price faced by consumer (USD per barrel)	55	65	72	97	62	80	111
Oil price faced by oil producer (USD per barrel)	55	65	72	97	62	80	111
UAE oil production (Ths barrels per day)	2,580	2,555	2,489	2,567	2,238	2,305	2,518
UAE real GDP growth (% Change)	4.9%	9.8%	3.2%	3.2%	-5.2%	1.6%	6.9%
UAE CPI inflation (%)	0.0%	0.0%	0.0%	0.0%	1.6%	0.9%	0.9%
EIBOR 3-month rate (%)	0.0%	5.5%	5.2%	3.1%	2.6%	2.2%	1.7%

OUTCOME Each PD driver (i) as a function of each climate variable (j) e.g.,

$$PD\ Driver_i = Constant_j + Coefficient_j \times Climate\ Variable_j$$

PD Driver	Climate Variables
Revenue Growth	World CO2 emissions, Oil price (consumer), Oil price (producer), UAE oil production
Profitability	
Leverage	
Current Ratio	

3. Identify best-fit regression models

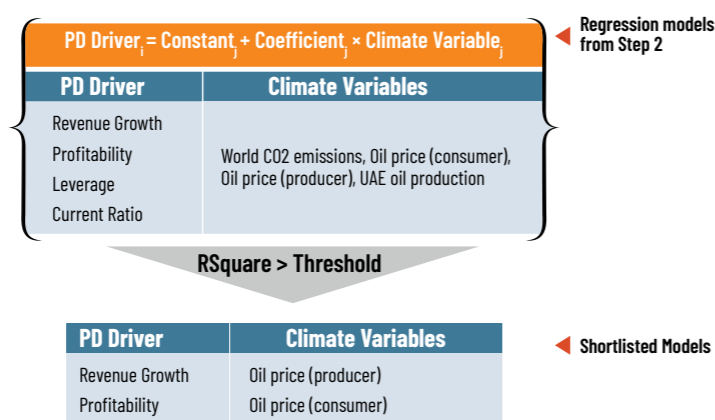
In this step, banks shall subject the models establishing relationships between PD drivers and climate variables (identified in Step 2) to pre-defined quantitative and qualitative

pass/fail criteria. The outcome of this step will be to identify models with relatively highest accuracy (based on quantitative criteria such as adjusted root mean square error) and which align with business intuition (based on

qualitative criteria such as sign of the coefficient).

Figure 8 illustrates the shortlisting of regression models from the previous step based on a sample pass/fail criterion.

Figure 8 Example of Identifying Best Fit Models from Step 2



OUTCOME For example, top 2 resulting models describing PD driver (i) as a function of each climate variable (j) e.g.,

$$\text{Revenue Growth} = \text{Constant}_1 + \text{Coefficient}_1 \times \text{Oil Price Producer}$$

$$\text{Profitability} = \text{Constant}_2 + \text{Coefficient}_2 \times \text{Oil Price Consumer}$$

4. Use best-fit models to compute future values of PD drivers

In this step, banks shall run the qualified best-fit models from Step 3 for the top borrowers in their portfolio¹⁴ (based on aggregate exposure) using future climate scenario data to compute future values of PD drivers. The outcome from this step, i.e., future values of PD

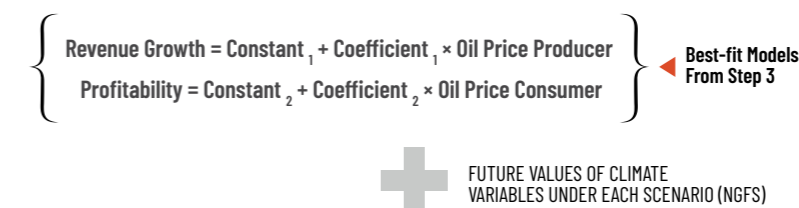
drivers, shall be used as inputs to the credit scorecard to arrive at the future ratings for the top 20 borrowers in the next step.

Banks can again leverage the NGFS database for future time series data for climate variables under various climate scenarios, i.e., current policies, net-zero, and delayed transition. At this point, it may also help banks to note and emphasize that the climate

scenarios used in this exercise should not be interpreted as forecasts but as a set of plausible future outcomes to explore potential manifestations of climate-related financial risks.

Figure 9 illustrates using the best-fit regression models from the previous step to arrive at future values for sample PD drivers under the three climate scenarios

Figure 9 Using Best-fit Models to Compute Future Values of PD Drivers



Name	Scenario	2023	2024	2025	2026	2027	2028	2029	2030
Oil price faced by consumer (USD per barrel)	Current Policies	84	83	82	77	70	71	73	74
Oil price faced by consumer (USD per barrel)	Delayed Transition	84	83	82	77	70	71	73	78
Oil price faced by consumer (USD per barrel)	Net Zero 2050	124	141	161	175	187	197	208	219
Oil price faced by oil producer (USD per barrel)	Current Policies	84	83	82	77	70	71	72	73
Oil price faced by oil producer (USD per barrel)	Delayed Transition	84	83	82	77	70	71	72	78
Oil price faced by oil producer (USD per barrel)	Net Zero 2050	65	59	55	58	58	57	56	55

OUTCOME Future projected value of PD drivers under each climate change scenario

Name	Scenario	2023	...	2030	...	2040	...	2050
Revenue Growth	Current Policies							
Revenue Growth	Delayed Transition							
Revenue Growth	Net Zero 2050							
Profitability	Current Policies							
Profitability	Delayed Transition							
Profitability	Net Zero 2050							

¹⁴ Banks may prioritize climate-sensitive sectors based on internal criteria or those aligned to Task Force on Climate-related Financial Disclosures (TCFD) / United Nations Environment Programme Finance Initiative (UNEP FI) recommendations



5. Use future values of PD drivers to arrive at future credit ratings

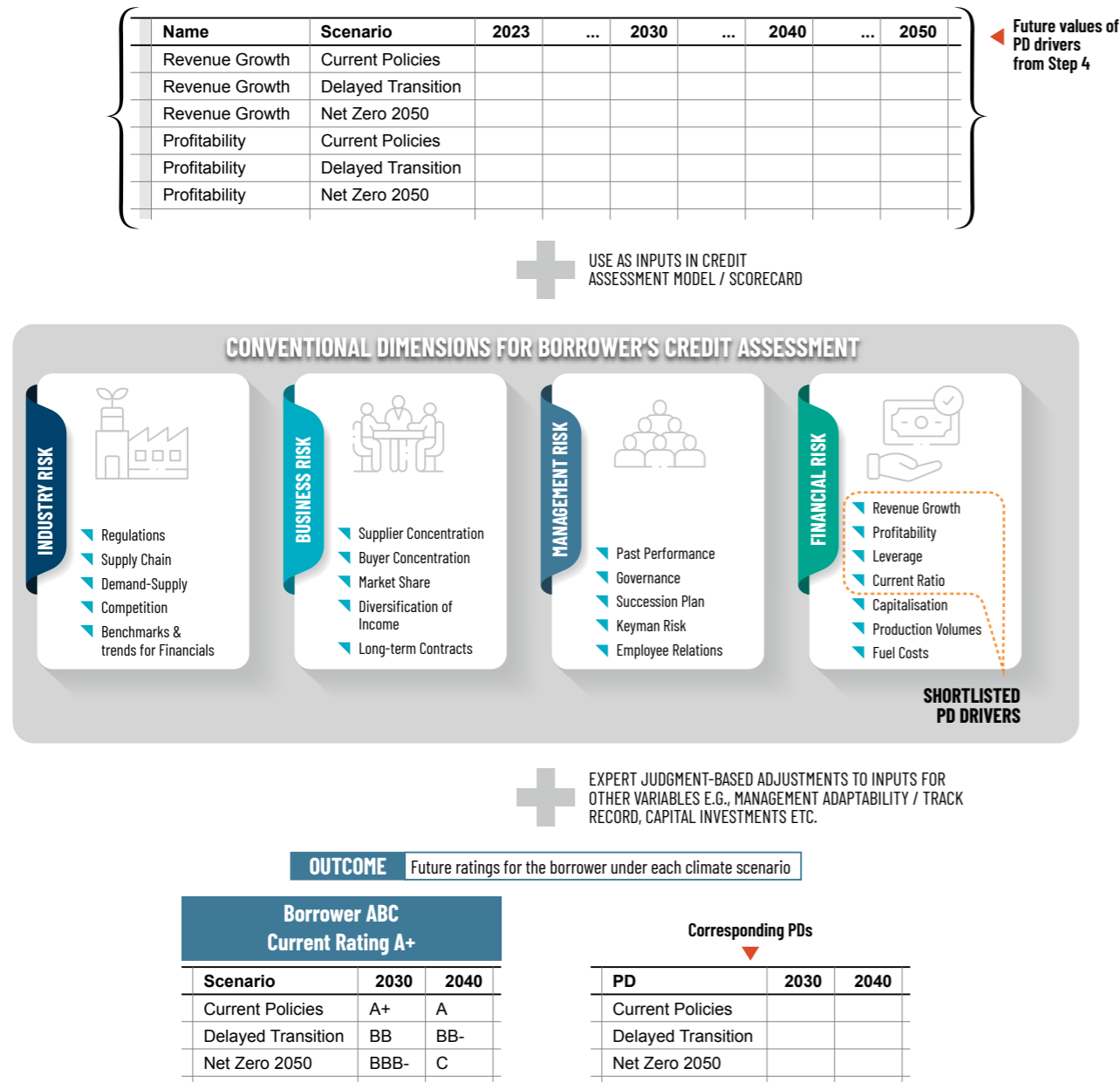
In this step, banks shall use future values of PD drivers arrived at in Step 4 as inputs in the credit scorecard/model to arrive at future credit ratings for individual borrowers.

The outcome of this step will be the simulated, stressed credit ratings for individual borrowers at future points in time. These ratings and their corresponding PDs can then be used by banks to estimate the borrower-level (and consequently aggregated to the portfolio-level)

impact on expected losses and capital requirements under each climate scenario.

Figure 10 illustrates how future values of PD drivers (arrived at in the previous step) are used to arrive at future credit ratings at a borrower level.

Figure 10 Using Future Values of PD Drivers to Arrive at Future Credit Ratings of an Individual Borrower



6. Compute borrower-level impact on future losses and capital and aggregate to portfolio level

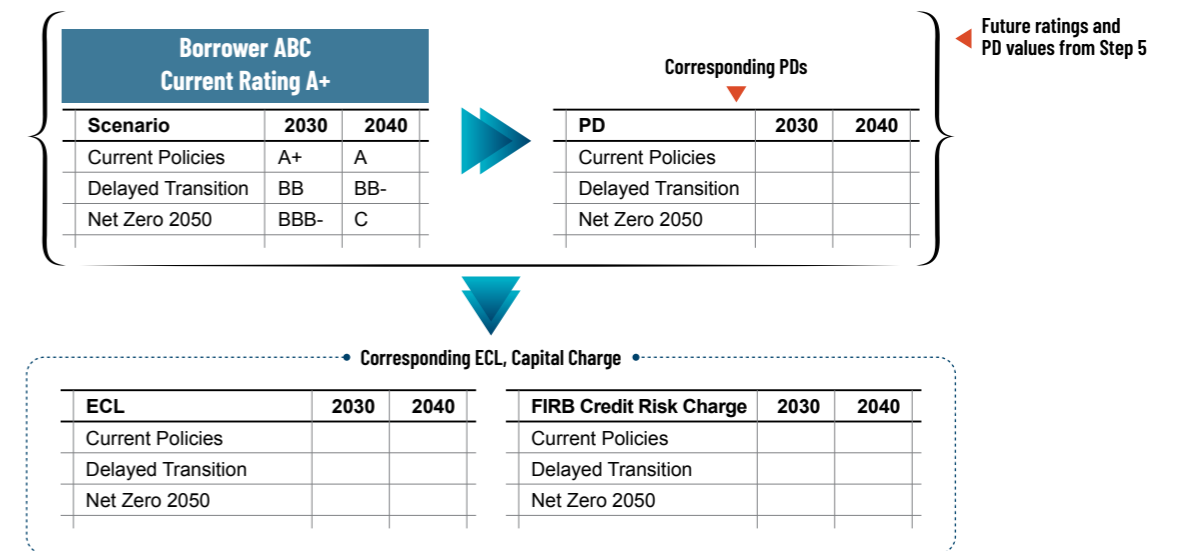
In this final step, banks shall use the future PD values from Step 5 as inputs to compute the

corresponding expected credit losses (ECL) and credit risk capital under each climate scenario. The borrower-level impact can then be aggregated to determine the portfolio-level impact on ECL and credit risk capital under each climate scenario.

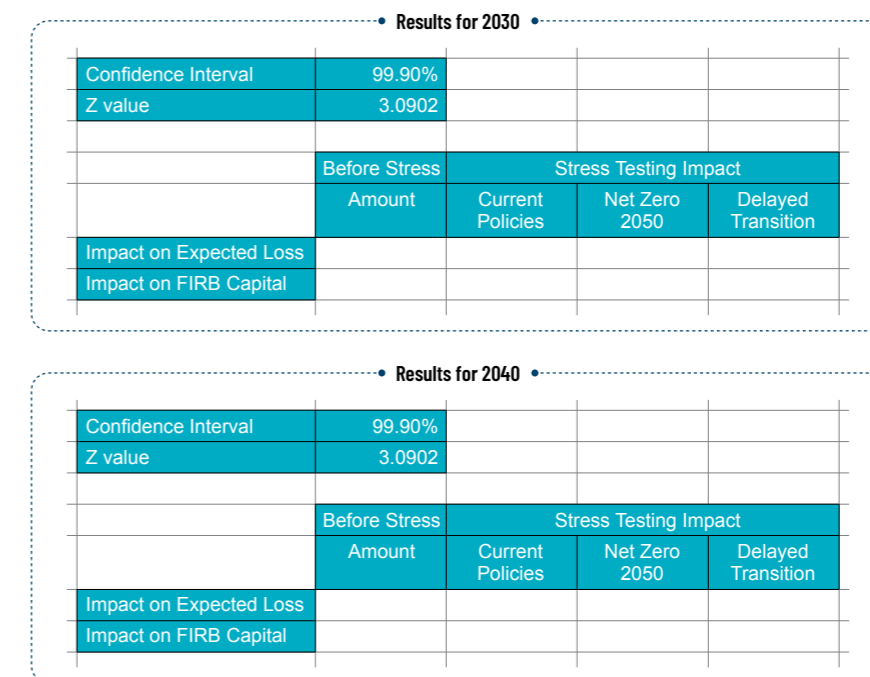
Figure 11 illustrates how future PD values (arrived at in the previous step) are used to arrive at future ECL and credit risk capital, both at borrower and portfolio levels.

Figure 11 Using Future PD Values to Arrive at Future ECL and Credit Capital (Borrower and Portfolio Levels)

Borrower-level Analysis



Aggregate for Top 20 Borrowers



The outcome of this final step indicates the levels of stressed expected credit losses and required credit capital under each climate scenario. Each of these elements can be used to compute the corresponding stressed capital adequacy ratios (CAR), contrast them against

the minimum regulatory/internal risk appetite limits, and identify the need to put in place any necessary mitigation plans.

Figure 12 illustrates the results of such an impact analysis.

Figure 12 Quantifying Impact of Stress Testing Exercise on Capital Adequacy*

		Existing	Stress Testing Impact		
Scenario name			Current Policies	Net-Zero	Delayed Transition
SCENARIO DESCRIPTION		Based on actuals	In this scenario, no further climate policies or measures are introduced to arrest the impact of climate change, potentially resulting in 3°C or more of warming.	In this scenario, there is a coordinated implementation of climate policies across all sectors of the economy to reach net-zero CO ₂ emissions by 2050 and limit the global temperature increase to 1.5 degrees.	In this scenario, it is assumed that global emissions do not decrease until 2030, resulting in the need for strong climate policies to arrest warming to below 2 degrees.
CAPITAL AVAILABILITY (AMOUNTS IN MILLION)					
A Available Capital		25	25	25	25
Outcome of Stress Testing	B Impact on ECL	-	1	2	3
C=A-B Impact on ECL		25	24	23	22
CAPITAL REQUIREMENT (AMOUNTS IN MILLION)					
D Risk-Weighted Assets		100	100	100	100
Outcome of Stress Testing	E Impact on FIRB Capital	-	1.2	2.4	3.6
F=E/8% Equivalent Impact on RWAs**		-	15	30	45
G=D+F New RWAs**		100	115	130	145
H=C/G Capital Adequacy Ratio		25%	20.9%	17.7%	15.2%

*All numbers are illustrative, amounts in million
 **Risk-Weighted Assets

The following section will explore how the preliminary stress testing framework defined above can be finetuned to factor in additional complexities over time and establish a roadmap for its evolution



TAKING IT FORWARD: A ROADMAP FOR EVOLVING THE STRESS TESTING FRAMEWORK

The framework highlighted in this paper provides a starting point for banks to incorporate climate risks in their larger stress testing framework. Banks shall take steps to further enhance this framework by including additional elements or introducing more complex, real-world assumptions for existing elements. Such steps include expanding the scenarios used for stress testing, incorporating the

borrowers' understanding of climate risks in their assessment, introducing the effects of physical risks and industry / region-specific nuances, and assessing the impact on recovery rates due to climate risk.

Figure 13 provides details of possible enhancements to the stress testing framework for climate risk.

Figure 13 An Illustrative Roadmap for Evolving the Stress Testing Framework

	ELEMENT	BASIC STATE	ADVANCED STATE	DESCRIPTION (FOR ADVANCED)
INPUTS	Scenarios	NGFS	<ul style="list-style-type: none"> NGFS Internal scenarios (region-specific) 	Banks may expand the stressed scenarios to cover more data points that help contextualize the stress testing framework to regional factors
	Inputs from Borrowers	Quantitative (financial projections)	<ul style="list-style-type: none"> Quantitative (financial projections) Qualitative (questionnaire) 	Banks may introduce a qualitative questionnaire to top borrowers to assess borrowers' understanding of ESG and climate risks to their own businesses
FRAMEWORK	Risks	Transition Risk	<ul style="list-style-type: none"> Transition Risk Physical Risk 	Banks may expand the methodology to incorporate the effect of physical risks on both default risk (PD) and recovery levels through liquidation of collateral (LGD)
	Models	Industry-agnostic	<ul style="list-style-type: none"> Industry-specific Region-specific 	Banks may utilize industry-specific models (for transition risk) and region-specific models (for physical risk), at least for top sectors and geographies
OUTPUT	Stressed Probability of Default	Based on financial parameters	<ul style="list-style-type: none"> Based on financial and non-financial parameters 	Banks may consider stressing both financial (based on projections) and non-financial (based on questionnaire) parameters to arrive at future PDs
	Stressed Loss Given Default	Not included / regulatory LGDs used	<ul style="list-style-type: none"> Included / internal models used 	Banks may incorporate stressed values for LGD based on internal models, with a focus on quantifying adverse impact on recovery levels due to physical risks

While designing the roadmap, banks shall also consider the role of tools and systems that may act as enablers for a sustainable operationalization of the stress testing framework. The assumptions and historical data used for stress testing should also be digitalized and documented for future reference and validation of results.

About Protiviti

Protiviti (www.protiviti.com) is a global consulting firm that delivers deep expertise, objective insights, a tailored approach and unparalleled collaboration to help leaders confidently face the future. Protiviti and its independent and locally owned member firms provide clients with consulting and managed solutions in finance, technology, operations, data, digital, legal, HR, risk and internal audit through a network of more than 90 offices in over 25 countries.

Named to the 2024 Fortune 100 Best Companies to Work For® list for the past 10 years, Protiviti has served more than 80 percent of Fortune 100 and nearly 80 percent of Fortune 500 companies. The firm also works with government agencies and smaller, growing companies, including those looking to go public. Protiviti is a wholly owned subsidiary of Robert Half Inc. (NYSE: RHI). Founded in 1948, Robert Half is a member of the S&P 500 index.

Our Middle East Region Offices

Abu Dhabi

Al Ghaith Holding Tower
9th Floor, Airport Road
P.O. Box: 32468, Abu Dhabi, UAE
Tel: + 9712 658 4640
Fax: + 9712 6584641
Email: abudhabi@protiviti-global.me

Bahrain

Platinum Tower, 17th Floor
P.O. Box 10231, Diplomatic Area
Manama, Kingdom of Bahrain
Tel : + 973 17100050
Fax: +973 17100051
Email: bahrain@protiviti-global.me

Dubai

Office No. 2104, 21st Floor
U-Bora Tower 2, Business Bay
P.O. Box 78475, Dubai, UAE
Tel: + 9714 4380660
Fax: +9714 4380655
Email: dubai@protiviti-global.me

Egypt

Cairo Complex
Ankara Street Bureau 1
First Floor, Sheraton Area
Heliopolis - Cairo, Egypt
Phone: +20.106.996.6659
Email: egypt@protiviti-global.me

Kuwait

Al Shaheed Tower, 4th Floor
Khaled Ben Al Waleed Street, Sharq
PO Box 1773, Safat 13018, Kuwait
Tel: +965 2242 6444
Fax: +965 2240 1555
Email: kuwait@protiviti-global.me

Oman

Al-Ufuq Building, 2nd Floor
Office No.26, Shatti Al Qurum P.O.Box
1130,P.C.112
Ruwi Muscat, Oman
Tel: + 968 24699403
Fax: +968 24696356
Email: oman@protiviti-global.me

Qatar

Palm Tower B 19th Floor
P.O. Box 13374, West Bay
Doha, Qatar
Phone: +974 4421 5300
Fax: +974 4421 5288
Email: qatar@protiviti-global.me

Saudi Arabia

Al-Ibdaa Tower, 18th Floor
King Fahad Branch Road, Al-Olaya,
Building No. 7906, P.O. Box 3825 Riyadh
12313, Kingdom of Saudi Arabia
Tel: +966 11 2930021
Fax: +966 11 4615810
Email: saudi-arabia@protiviti-global.me
Email: oman@protiviti-global.me

This publication has been carefully prepared, but should be seen as general guidance only. You should not act or refrain from acting, based upon the information contained in this presentation, without obtaining specific professional advice. Please contact the persons listed in the publication to discuss these matters in the context of your particular circumstances. Neither Protiviti Inc. or its Member Firms, nor the shareholders, partners, directors, managers, employees or agents of any of them make any representation or warranty, expressed or implied, as to the accuracy, reasonableness or completeness of the information contained in the publication. All such parties and entities expressly disclaim any and all liability for or based on or relating to any information contained herein, or error, or omissions from this publication or any loss incurred as a result of acting on information in this presentation, or for any decision based on it.

© 2024 Protiviti Member Firm for the Middle East Region

Contact

Raj Parthasarathy

Managing Director, Financial Services

Phone: +971 52 346 8282

Email: Raj.Parthasarathy@protivitiglobal.me

Acknowledgement

Rahul Nagpure, Director in our Financial Services Practice has contributed to this publication.