

Message from the President



Aligning NDB to its objectives will benefit from progress in four main areas: enhancing our sophistication to deal with complex themes and projects; leading development networks; expanding our membership; and mobilising resources through innovative mechanisms and financial structures.



Mr. Marcos Troyjo
President



In 2020, the New Development Bank completed its first five-year cycle amid one of the most profound global crises ever experienced by the development community. The dimension of the public health, social and economic challenges posed by the COVID-19 pandemic required swift and unprecedented action from national and international institutions. NDB stepped up to respond to the urgent needs of its member countries from a very early stage of the pandemic, setting aside a total of USD 10 billion to support immediate measures and economic recovery through its Fast-Track Emergency Assistance Response Facility.

NDB's staff team started exploring the possibility of an emergency loan in February 2020, reinforcing NDB's commitment to meet evolving development challenges. In March 2020, NDB approved its first COVID-19 loan aimed at supporting immediate health and social relief measures. Operations were approved for China, India, South Africa and Brazil. In December 2020, NDB approved two additional loans for supporting economic recovery in Brazil and in India, raising the total amount of COVID-related approved operations to USD 6 billion.

The crisis has also shed light on the intricacies of the many opportunities and challenges that influence development and finance today: the digital economy, connectivity and new infrastructure, the future of work, the fourth industrial revolution, persistent inequality and sustainability. It has reinforced the importance of international cooperation and the challenges of the development community in catering for a future that will require skills, institutions and networks different from today's. NDB has also responded to these challenges by entering a new phase of organisational development, international cooperation and development outreach.

Under the leadership of my predecessor, Mr. K.V. Kamath, NDB laid its initial foundations by establishing policies and procedures in its first five years of operation for the institution to take on more challenges as demanded by its member countries. The Bank focused on gaining scale and relevance, and the loan book has grown robustly. In 2018, NDB obtained international credit ratings of AA+ from both S&P and Fitch. The Bank also obtained, in 2019 and 2020, AAA international credit rating from the Japan

Credit Rating Agency and the Analytical Credit Rating Agency, respectively. NDB's credit rating has allowed the Bank to widen its access to a worldwide investor base at competitive rates. The Bank also expanded its outreach through establishing regional offices in South Africa, Brazil and Russia, and started preparations for the establishment of local presence in India in 2021.

The challenging operating environment in 2020 has not compromised the quality of our solutions, the speed of our delivery, and our commitment to member countries. Our project portfolio continued to grow. In 2020, the Bank approved 19 loans, adding USD 10.3 billion to our loan book, which totalled USD 24.4 billion at the end of 2020, a 63.6% increase over the previous year's portfolio.

The Bank has leveraged its access to international investors to fund the emergency response programme. In 2020, we made four public bond issues, including the Bank's first USD bond. Two RMB bonds of RMB 5 billion and RMB 2 billion were issued, in April and in July respectively, the former constituting the largest bond issue by an international institution in China. The Bank's first USD bond was issued in June 2020 in the amount of USD 1.5 billion, followed by the second for USD 2 billion, in September 2020.

As the Bank closed a five-year cycle in 2020, it was a time to look at and assess our journey. It was also a year to draw the lessons learned from the first five years to help shape the future of our institution, taking full advantage of the first-hand knowledge we have gained from operating in the five BRICS countries. As a consequence, we have embraced important new initiatives to make the institution more relevant, innovative and talent-intense.

Since July 2020, when I took office as president of the Bank, I have committed to fulfilling the mandate of mobilising resources for infrastructure and sustainable

USD 10.3 bn

Approved loans in 2020

USD 24.4 bn

End-2020 portfolio

Our challenges

The crisis has also shed light on the intricacies of the many opportunities and challenges that influence development and finance today:

- the digital economy,
- connectivity and new infrastructure,
- the future of work,
- the fourth industrial revolution,
- persistent inequality, and
- sustainability.

NDB has also responded to these challenges by entering a new phase of organisational development, international cooperation and development outreach.

Read more

Five years in Numbers
NDB's five year performance at a glance
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COVID-19 Response programme
Read more about NDB's emergency response programme to the global pandemic
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Treasury activities and Risk Management
Find out more about NDB's treasury activities and risk management
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development by building upon our unique value proposition to the development community. This means relying on the founding members' spirit of ushering in a greater global role for emerging markets and developing economies by leveraging their dynamism, diversity and international cooperation. As an innovative institution, NDB has to permanently be up to the challenge of being always New.

As we look forward, aligning our institution to our objectives will benefit from progress in four main areas:

- Enhancing the Bank's sophistication to respond to a challenging and complex reality, both in terms of themes and projects. This requires a strong focus on attracting, building and retaining talent and on working hand in hand with the private sector in innovative financing methods, such as project finance, syndication, project bonds and guarantees. It also involves working in new areas that are a crucial part of

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President

sustainable infrastructure including technology and connectivity and climate change;

- Leading conversations on development through international outreach and cooperation with initiatives that foster regular interactions between NDB's teams and thought leaders and further enhance NDB's role as a cooperation hub;
- Expanding our membership, to strengthen our global scope, enrich our value proposition, reinforce our diversity and enlarge our capital base; and
- Mobilising resources through innovative cooperation mechanisms and financial structures that bring together public and private sector institutions to explore new business opportunities, synergies and development innovations.

In shaping the Bank to be a 21st century institution, a new organisational structure was approved by NDB's Board of Directors in December 2020. It preserves the objective of being lean and efficient with an emphasis on talent. It will be fully implemented, in a phased manner, in 2021. In the new organisational structure, a Talent Management Division under the Human Resources Department will be fully dedicated to attracting, retaining, developing and managing NDB's talent. A new Private Sector and Non-Sovereign Transactions Department under the

Operations Vice Presidency will support the Bank's vision of expanding its private sector portfolio; and a new ESG Department under the Strategy and Risk Vice Presidency will reinforce the Bank's commitment to environmental and social standards that are in line with our members' country systems and will contribute to addressing global challenges of combating inequality and climate change.

This report highlights NDB's initiatives in 2020 to fulfil its mandate in the face of evolving development challenges. We will spare no effort to contribute to a world where emerging markets and developing countries are home not only to most of the global development challenges but also to sound solutions, based on worldwide cooperation. Our impact stories show that our mission is fully under way. In the next years, we would like to deepen and broaden our impact and be able to offer more sophisticated solutions to our member countries and the global development community.

As we move forward, it will be important to remember 2020 as a critical year, in which the COVID-19 crisis has deepened our perception of a world in flux, from which we can only emerge stronger by permanent learning and sharing. NDB Management and staff are fully committed to enhancing the Bank's contributions to our member countries and the global development community by being New every day.

Management team



Mr. Marcos Troyjo
President^{1a}



Mr. Vladimir Kazbekov
Vice President
Chief Administrative Officer



Mr. Anil Kishora
Vice President
Chief Risk Officer^{1b}



Mr. Xian Zhu
Vice President
Chief Operations Officer



Mr. Leslie Maasdorp
Vice President
Chief Financial Officer

^{1a} Mr. Marcos Troyjo, from Brazil, succeeded Mr. KV Kamath, from India, as President on July 7, 2020.

^{1b} Mr. Anil Kishora, from India, succeeded Mr. Sarquis José Buainain Sarquis, from Brazil, as VP and Chief Risk Officer on July 7, 2020.



Read more
To learn more about our senior management please scan the QR code