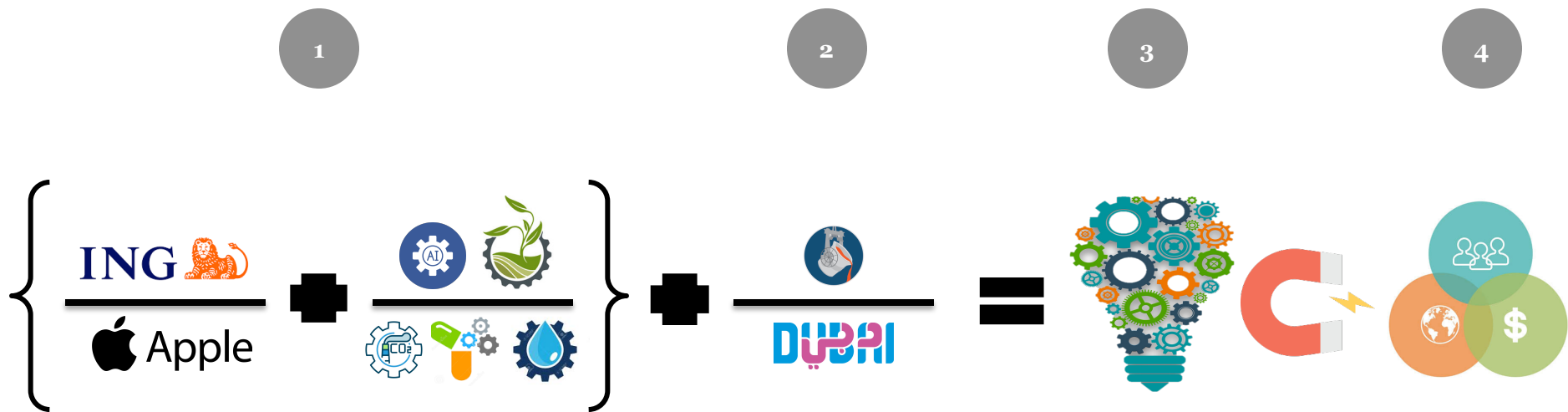


Proposing The Bridge Private Market: Linking a USD \$1 Trillion Market* to ING Group (“ING”) via Entrepreneurs, Apple** & Dubai**

1. ING works with Apple, identifies promising Startups, (“New Foundries”) & forms a Climate Cohort (A.I., AgTech, Healthcare, Water, etc.).
2. Apple provides New Foundries with Tech tools. Global Opportunities provided by Middle East Governments & Firms (initial focus: Dubai, United Arab Emirates).
3. New Foundries generate Solutions, wins contracts. **ING garners exclusive Wholesale Banking Fees via New Foundries (Advisory, Cash Management, etc.).**
4. Steps 1-3 are successful. ING/Apple launches the **Bridge Private Market*****, automates Steps 1-3 & generates **Positive Impacts** (for People, the Planet & Profits).



Euromoney, “Sustainable push brings new momentum to ING’s wholesale bank”, Jul. 22nd 2022.

Please Note: For this analysis, “Climate” is interchangeable with “CleanTech”, “Green”, “Impact” & “Sustainability / Sustainable Finance”.

Prepared by **Mujahid M. Abdullah**

* McKinsey & Co., “8 key factors in Climate Change (USD \$1 Trillion in 2023, \$9-\$12 Trillion by 2030)”, Mar. 13th 2023 & World Economic Forum, “Climate adaptation: The \$2 Trillion Market . . .”, Nov. 1st 2022.

** Yahoo Finance, “Apple’s Tm Cook . . . Climate Initiatives & Profits can coexist”, Sep. 18th 2023 & The National news (Abu Dhabi newspaper), “Dubai commits \$1 Billion to Tech Startups . . .” Mar. 22nd 2023.

*** Precedent: Nasdaq Private Market (New York - nasdaqprivatemarket.com), (New York -), (Paris -) (Dubai -)