



THE SAUDI NATIONAL BANK

2025 ESG Report

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Chairman message



Welcome to SNB's 2025 ESG Report. It is my honor to share this annual report, which reflects our continued commitment to responsible banking practices and to advancing sustainable development across the Kingdom and the wider region

As the largest financial institution in Saudi Arabia, we recognize that sustainability is both a strategic imperative and a core responsibility. In 2025, SNB continued to strengthen the integration of environmental, social, and governance principles across our business, reinforcing our role in supporting Saudi Vision 2030 while creating long-term value for our customers, shareholders, and communities.

During the year, we refreshed our Sustainability Strategy to provide a clear, forward-looking roadmap for the next phase of our sustainability journey. This strategy reinforces our focus on sustainable finance, climate and transition readiness, inclusive growth, talent development, and strong governance, ensuring that ESG considerations remain embedded within our long-term business priorities and decision-making processes.

SNB remains committed to enabling sustainable economic growth through the responsible use of financial products and services. By continuing to strengthen our sustainable finance capabilities, enhancing governance frameworks, and aligning our approach with national and international expectations, we are positioning the Bank to support the Kingdom's economic transformation while meeting the evolving needs of our stakeholders.

We also recognize that sustainability is driven by people. In 2025, we continued to invest in our workforce, promote

diversity and inclusion, and advance financial empowerment across the communities we serve. These efforts reflect our belief that inclusive growth and human capital development are essential to long-term prosperity and resilience.

Strong governance, ethical conduct, and transparency remain fundamental to SNB's leadership approach. Through continued enhancements to oversight structures, risk management, and ESG governance, we are reinforcing trust, accountability, and responsible business practices across the organization.

As we look ahead, we remain confident in the role of SNB as a national champion in advancing sustainable finance and responsible banking. I would like to thank our employees, customers, partners, and stakeholders for their continued support as we work together to deliver lasting value and contribute to a more sustainable future for the Kingdom.

Saeed Mohammed AlGhamdi
Chairman

Group CEO message



It is my pleasure to present SNB's 2025 ESG Report, which highlights our continued progress in integrating ESG considerations across the Bank. This report reflects our commitment to transparency, accountability, and long-term value creation for our stakeholders and the Kingdom.

In 2025, SNB strengthened the strategic foundations of its sustainability journey through the refresh of its five-year Sustainability Strategy. The updated strategy provides a clear roadmap to embed ESG across the Bank, scale sustainable finance, enhance climate and transition readiness, and reinforce strong governance and responsible business practices. It reflects evolving regulatory expectations, market dynamics, and SNB's ambition to support Saudi Vision 2030 through sustainable growth.

To sharpen strategic focus, SNB also completed a refreshed double materiality assessment, applying both impact and financial materiality lenses. This enhanced process strengthened our understanding of how ESG topics affect people, the environment, and society, as well as how they influence the Bank's financial performance, risk profile, and long-term resilience. The outcomes directly informed our strategic priorities and governance focus areas.

Building on this foundation, we continued to advance sustainable finance across our financing and investment activities. In 2025, SNB expanded its Sustainable Finance Framework, increasing eligible green and social project categories from 3 to 17, while strengthening allocation and impact reporting to enhance transparency and accountability.

Supporting the Kingdom's net-zero transition remains a strategic priority. During the year, SNB strengthened its climate governance and established foundational capabilities to measure and manage Scope 1, Scope 2, and Scope 3 emissions, including financed emissions, in line with leading international methodologies. These steps enhance our ability to assess climate-related risks and opportunities across our operations and portfolio.

On the social dimension, SNB maintained strong momentum in advancing financial inclusion, community development, and human capital growth. In 2025, we supported 379,000 micro, small, and medium enterprises and provided more than 5,100 Qard Hassan loans to female beneficiaries, contributing to broader economic participation. We also continued to invest in our workforce, delivering over 271,000 training hours and strengthening talent development, wellbeing, and future-ready capabilities across the Bank.

Strong governance, ethical conduct, and transparency remain central to our operating model. In 2025, we enhanced sustainability governance structures, strengthened ESG accountability, and reinforced oversight of sustainability-related risks, supporting disciplined execution and sustained stakeholder trust.

As we move forward, SNB will continue to advance sustainable finance and responsible banking in support of Saudi Vision 2030. Our refreshed strategy and materiality priorities guide disciplined execution and long-term value creation. I would like to thank our employees, customers, and partners for their continued commitment as we work together to support a more sustainable future for the Kingdom.

Tareq Abdulrahman Al Sadhan
GCEO

About this report

Saudi National Bank (SNB) remains firmly committed to transparency and accountability as it advances its sustainability agenda. This ninth ESG Report, covering the year 2025, presents the Bank's environmental, social, and governance (ESG) performance and progress, prepared in alignment with leading international frameworks and globally recognized best practices.

Reporting period and scope

This ESG report covers the period from 1 January to 31 December 2025 and has been prepared with reference to the Global Reporting Initiative (GRI) Standards. It also incorporates selected indicators and disclosures from the International Financial Reporting Standards (ISSB IFRS), Sustainability Accounting Standards Board (SASB), the Saudi Exchange ESG Disclosure Guidelines (Tadawul ESG Guidelines), Gulf Cooperation Council (GCC) ESG disclosure metrics, and criteria applied by leading ESG rating agencies, supporting a reporting approach that is both regionally grounded and internationally aligned.

Reporting boundary

The reporting boundary primarily encompasses all SNB operations within the Kingdom of Saudi Arabia (KSA). Where explicitly stated, selected quantitative disclosures, currently limited to human resources and procurement, also include data from SNB's Bahrain operations. References to SNB Capital and Itqan are included on a limited, primarily narrative basis. The defined scope and boundary are applied consistently throughout the report unless otherwise indicated.

Feedback and suggestions

Stakeholder engagement remains integral to informing SNB's sustainability priorities. The Bank welcomes all inquiries, comments, and suggestions related to the content of this report and encourages stakeholders to share their feedback by contacting:

✉ Email: h.bamehriz@alahli.com

☎ Phone number: **012-646-3712**

Forward-looking statements

This report includes statements that may be regarded as "forward-looking statements," reflecting how SNB intends to approach its activities. Such statements may be identified by terms like "plans," "aims," "assumes," "continues," "believes," or similar variations, as well as phrases indicating actions, events, or results that "may," "could," "should," "might," "will," or "would" occur or be achieved.

Reporting framework and quality principles

Prepared in accordance with GRI Standards and guided by best practice principles for high-quality sustainability reporting.

Principles for defining reporting quality



Accuracy

Information disclosed in this report is subject to internal review and validation processes. Data is presented with sufficient precision to support informed assessment of SNB's ESG performance and impacts.



Balance

The report provides a balanced representation of SNB's sustainability performance, reflecting both achievements and areas for ongoing development to ensure transparency and credibility.



Clarity

Disclosures are structured to support clear understanding and accessibility for a diverse stakeholder base. Key methodologies, assumptions, and boundaries are explained where relevant. A GRI content index is available in the Appendix.

Our response



Comparability

Consistent reporting methodologies and boundaries are applied across the reporting period to support meaningful year-on-year comparison, unless otherwise stated.



Completeness

Material topics, key indicators, and reporting boundaries have been defined to reflect SNB's significant ESG and economic impacts during the reporting period.



Sustainability Context

SNB's performance is presented within the broader context of sustainable development, highlighting the Bank's role in supporting national priorities and long-term value creation.

About SNB

Established in 1953, SNB is the largest banking institution in the Kingdom of Saudi Arabia and a leading financial services group in the region. As the Kingdom's National Banking Champion, SNB has earned a longstanding position of trust through its deep-rooted relationship with Saudi society and its prominent role in the development journey of the national financial sector.

The Bank operates a comprehensive domestic network supported by subsidiaries and affiliates in local and international markets (learn more [here](#)), delivering a comprehensive suite of banking and financial services to its clients. Innovation, and advanced digital capabilities and an intensive client-centric focus have been integral to the group's success, positioning SNB among the region's largest, most profitable and most resilient financial institutions.

SNB is a key enabler of economic growth, playing its role as a financial catalyst aligned with Saudi Vision 2030. SNB is proud to serve millions of clients Kingdom-wide and beyond, empowering a full spectrum of institutions and businesses from MSME's to the largest Wholesale relationships, and every element of Saudi society, including citizens, expatriate residents, visitors, families and private banking clients.

Sustainability considerations and ESG principles are embedded across the Bank's operations and decision-making processes, guiding its approach to responsible banking, risk management, and long-term value creation.

Our presence



A

SNB
Headquarter: Riyadh

- 481 Branches
- 3,800 ATMs
- 7,778 Employees
- 93 Remitt. Centers

NEO
Lifestyle Banking & Financial Ecosystem

SNB Capital
Subsidiary (KSA)

- 27 Branches
- 440 Employees

B

TKFB
Subsidiary (Turkey)

- 224 Branches
- 431 ATMs
- 3,046 Employees

C

Samba Bank
Subsidiary (Pakistan)

- 77 Branches
- 72 ATMs
- 1,110 Employees

● Offices
Shanghai & Seoul

● Wholesale Branches
Bahrain, UAE, Qatar & Singapore

Our vision



Our **vision** is to be the premier financial and banking service provider in the kingdom through the fulfilment of our strategic aspirations: to be number one in revenues, number one in profit, the best in customer service, the best digital bank, and the employer of choice.



Key Pillars to achieve our Strategy:



Market Share and Value creation

Financing, current account growth, fee income and profitability



Operational excellence

Cost optimization, efficiency and agility



Customer Centricity

Improving the turnaround time, reducing customer efforts and complaints, and creating NPS metrics bank-wide



Innovation

Data Analytics, digital functionalities and Apps.



Talent Magnet

Organization health index (OHI) and career development

For more information regarding our Corporate Strategy, please refer to SNB's [2025 Annual Report](#).



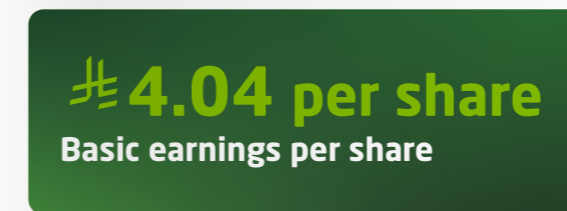
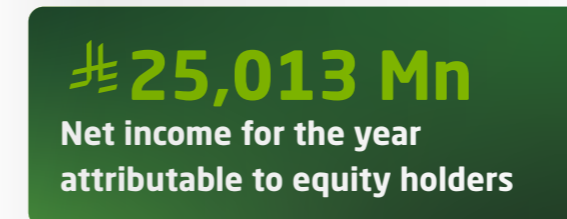
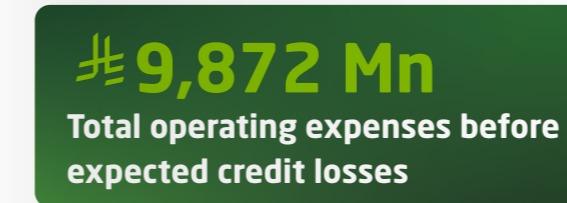
Financial performance

SNB is Saudi Arabia's largest banking group, operating through a well-diversified business model with a leading client offering and a presence across nine countries. The Bank's performance is underpinned by the complementary contributions of its core business segments, including retail banking, digital ventures, wholesale banking, capital markets, and international operations. Together, these businesses support SNB's sustained growth, resilience, and ability to deliver consistent financial results in a dynamic operating environment. Learn more about SNB's financial performance in the 2025 Annual Report.

Our presence



Key financial highlights of 2025



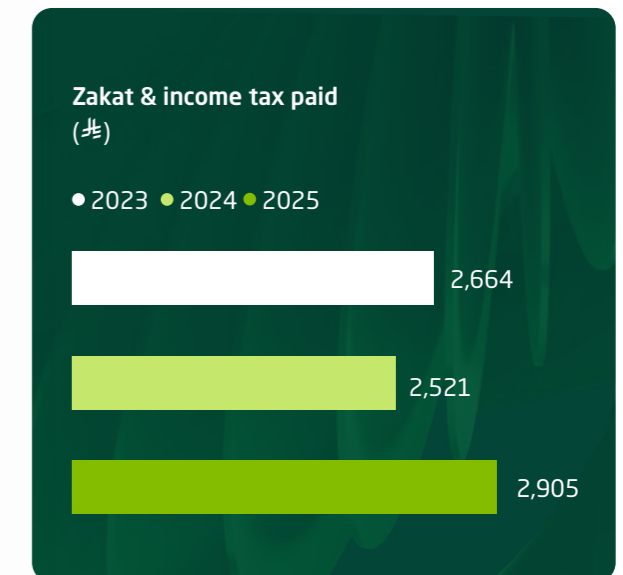
SNB delivered a strong financial performance in 2025, reflecting the resilience of its diversified business model and its continued focus on disciplined cost management and operational efficiency. Performance during the year was supported by sustained momentum across core banking activities and prudent balance sheet management.

Tax Strategy

SNB's tax strategy is designed to optimize the Bank's tax position while ensuring full compliance with applicable laws, regulations, and international best practices. The strategy is overseen by the Head of Tax and Zakat, with support from the Head of Financial Accounting, and is reviewed annually to ensure its continued relevance and effectiveness.

The Bank maintains ongoing engagement with relevant tax authorities, as required, and ensures that updates issued by the Zakat, Tax, and Customs Authority (ZATCA) are systematically incorporated into its tax framework. Proposed legislative and regulatory developments are closely monitored to assess potential impacts.

Ethical conduct and effective risk management are central to SNB's tax approach. Robust governance structures, clear segregation of duties, and comprehensive operational controls, encompassing both preventive and detective measures, are in place to manage tax-related risks. Regular evaluations and internal audits are conducted to support consistent adherence to established policies, controls, and compliance requirements.



*Employee figures represent total SNB Group headcount, including overseas operations and subsidiaries

Awards and recognition



Award for Supporting the Export Sector



Kafala Award for Outstanding Performance



Award for Medium Enterprise Financing



The Highest Bank in Financing Micro Enterprises in terms of financing value for 2024



National Award for Volunteer Work, presented by the Ministry of Human Resources and Social Development

SNB Capital CEO , Rashed Sharif, ranked #1 in *Forbes' The Middle East's Sustainability Leaders 2025* List - Financial Services

SNB Capital manages over \$302 billion in sustainable sukuk and launched Saudi Arabia's first listed charitable endowment fund, the \$266.7 million Ehsan Waqf Fund

GLOBAL FINANCE



ESG highlights 2025

Environment

Collected over
156,359
bottles and cans,
avoiding
23,454 kg
of CO₂ emissions



200,000
mangrove trees
planted



₹18.83 Bn
of eligible green and
social loan portfolio

Initiated
monitoring of
financed emissions

Active participation in
the Public Investment
Fund (PIF)
**renewable
energy
program**



Deployed of a
**centralized Building
Management
System (BMS)** across
an additional
**250
branches**

The total financed
emissions in 2025 was
115,659,280
tCO₂e



Social

Nationals
represent
99.3%
of our total
workforce

5,126
Qard Hassan loans
provided to female
beneficiaries, with a
total value of
₹26.1 Mn

Females represent
18.3%
of the total workforce



11,345
volunteer in 2025

35,888
volunteering hours

271,203
training hours provided
to the workforce



50 start-ups
supported through three
accelerators, including
two fintech programs
with the Ministry of
Communications and
Information Technology and
a social entrepreneurship
accelerator in the municipal
and housing sectors
with the Ministry of
Municipalities and Housing

Governance

95.73%
spending on local
suppliers in 2025

100%
transactions
screened
for money
laundering

78%
digital sales of financing
products



Sustainable Finance
Framework updated
covering
17
eligible green and social
categories

Conducted a **double
materiality refresh
assessment**

**Refreshed ESG
Strategy** with a 5 year
roadmap

Issuance of
9
outstanding sustainable
instruments totalling to
₹6.536 Bn

ESG Strategy and Framework

SNB's approach to sustainability

At SNB, our ambitions are anchored in supporting the Kingdom's transition toward sustainable and inclusive growth. We remain committed to contributing to national aspirations by integrating ESG considerations into our business, thereby strengthening the delivery of the Bank's Vision, Purpose, and Strategic Objectives.

In 2025, SNB completed a comprehensive update of our Sustainability Strategy to define a clear and structured direction for the next five years. Building on established foundations, the updated strategy reflects evolving market conditions, regulatory expectations, and the Bank's long-term ambitions. It prioritizes the strengthening of ESG

risk management and sustainable finance capabilities, progress toward net-zero across financed and operational emissions, and the advancement of financial inclusion, talent development, and workforce wellbeing. The strategy also places increased emphasis on governance, transparency, and responsible use of emerging technologies, while reinforcing SNB's ambition to be an employer of choice and to support the progression of women into leadership roles.

The refreshed five-year Sustainability Strategy is informed by SNB's sustainability framework and our updated double materiality assessment, ensuring focus on the issues most relevant to the Bank and its stakeholders.

The strategy has been endorsed by the Board of Directors, senior executive management, and key leadership, reflecting collective accountability for its implementation and integration across the organization.



Sustainability governance

In 2025, Saudi National Bank enhanced its sustainability governance structure to reflect the Bank's evolving operating model and to further clarify roles and accountabilities for ESG matters. The updated structure reinforces a top-down approach to sustainability oversight and supports effective integration of ESG considerations across the organization.

Under this revised structure, the High Management Committee (HMC) provides executive-level oversight of sustainability matters, including monitoring progress against key ESG initiatives and strategic priorities. Sustainability-related matters, performance updates, and key developments are reported through established governance channels to the Board through the Risk Committee and relevant regulatory committees, ensuring senior-level visibility, oversight, and accountability.

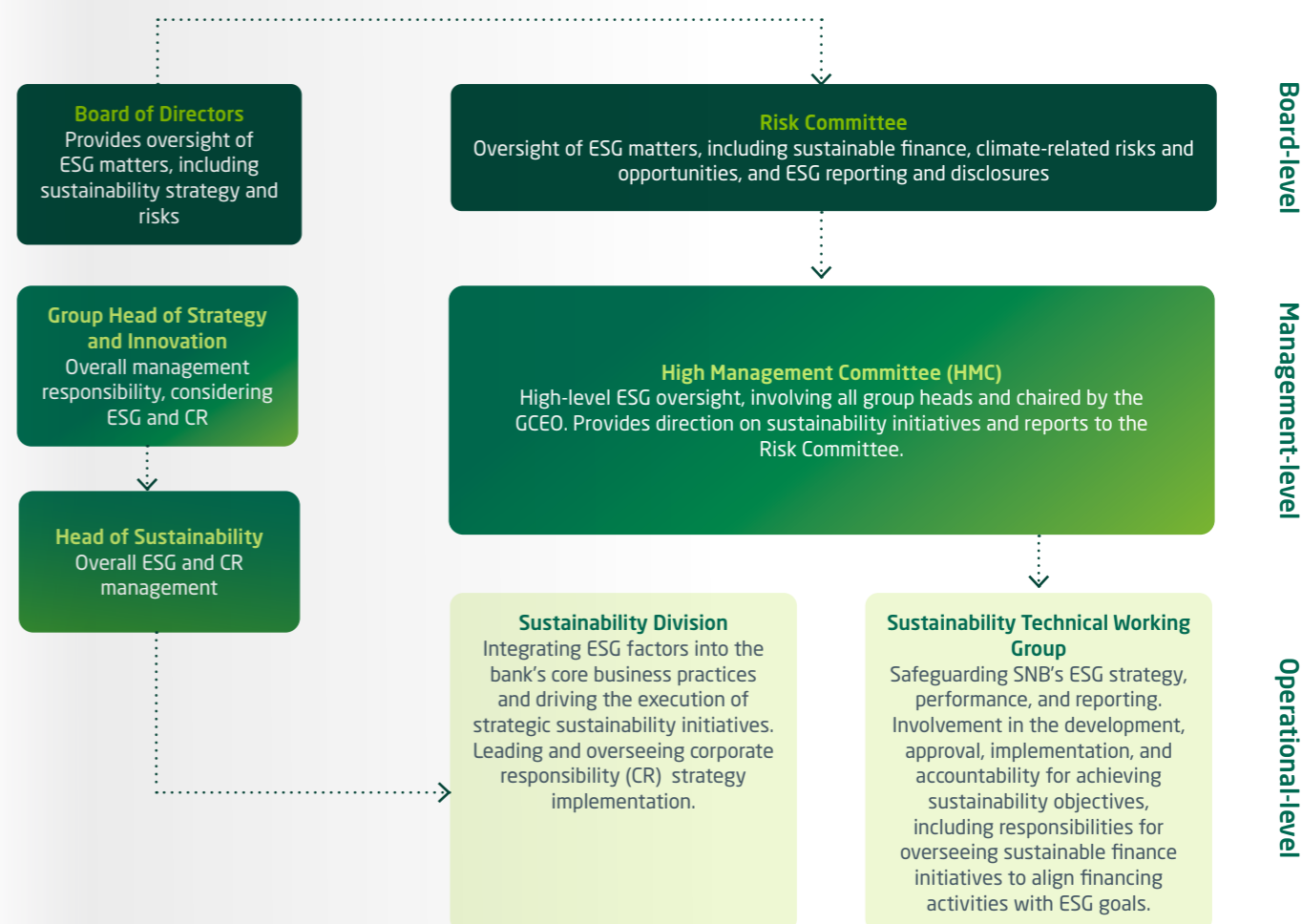
Management oversight of sustainability-related risks is integrated within the Bank's existing governance, internal control, and enterprise risk management frameworks. Sustainability considerations are embedded within established risk policies, processes, and reporting

mechanisms, with oversight exercised through existing Board and management-level risk committees and aligned with the Bank's three lines of defense and escalation processes.

A Sustainability Technical Working Group, operating under the HMC, coordinates the development, implementation, and monitoring of sustainability activities across the Bank. The Working Group facilitates alignment between sustainable finance initiatives and ESG objectives, while supporting consistency in performance tracking, data management, and sustainability reporting.

The Sustainability Department continues to play a central role in integrating ESG considerations into business practices and leading the execution of strategic sustainability initiatives, including the preparation of SNB's sustainability disclosures. Actions and targets arising from the Sustainability Strategy are cascaded to relevant business units and support functions, with clearly defined responsibilities to ensure effective ownership and implementation at the departmental level.

Sustainability governance structure



ESG position statements

In 2025, SNB conducted a comprehensive review of its internal policies from an ESG perspective and, as a result, developed a set of 12 ESG-related position statements anchored in the Bank's existing policies and practices. These position statements were designed to further strengthen governance, clarify accountability, and reinforce ownership across key ESG areas.

These position statements articulate the Bank's formal stances on priority sustainability topics and provide clear guidance for decision-making, implementation, and oversight across the organization. Collectively, they support consistent application of the Sustainability Strategy and enhance transparency in how sustainability responsibilities are defined and managed.

Position statements coverage



For more details, please refer [here](#).

Sustainability framework

In 2025, SNB undertook a targeted refresh of its Sustainability Framework to further align the Bank's sustainability ambitions with national priorities and its evolving operational objectives. This refresh translates the strategic direction set out in the updated Sustainability Strategy into a clear and actionable framework that guides implementation across the organization.



SNB's sustainability vision – **"Pioneer sustainable finance to propel our nation towards Vision 2030 and beyond"** – reflects the Bank's commitment to advancing sustainable finance and supporting the Kingdom's long-term economic and social transformation. The framework is organized around four strategic focus areas, each underpinned by refreshed objectives defined at two levels, enabling both enterprise-wide alignment and targeted execution.

- **Our KSA:** Outlines SNB's contribution to national goals, including leadership in sustainable finance, support for the Kingdom's low-carbon transition, expansion of financial inclusion, and informed regulatory collaboration.
- **Our Operations:** Outlines internal priorities to enhance sustainable finance capabilities, strengthen environmental stewardship, support employee wellbeing and development, and maintain robust ESG governance and transparent reporting.

Tracking our sustainability performance

SNB monitors a set of key performance indicators (KPIs) to track progress against its material topics and sustainability objectives. These indicators support the measurement of performance, assessment of impacts across SNB's operations, and informed decision-making. ESG KPIs are defined across the four strategic focus areas of SNB's

sustainability framework and are monitored over time to assess performance and progress. In addition, ESG KPIs are defined at the departmental level to ensure clear ownership, consistent monitoring, and effective integration of sustainability objectives across all functions of the Bank.

Materiality assessment

In line with international best practices, SNB refreshed its materiality assessment in 2025, applying a double materiality approach to further strengthen the focus of its sustainability efforts on the most significant ESG topics. This enhanced approach reflects developments in the regulatory landscape, evolving investor expectations, and the changing priorities of SNB's stakeholders.

The double materiality approach applies a dual lens to understanding ESG relevance. Impact materiality examines how SNB's activities across operations and the value chain may affect people, the environment, and the economy. Financial materiality evaluates how ESG topics may influence SNB's business activities and relationships, including potential impacts on revenues, costs, regulatory exposure, and reputation.

The assessment followed a structured four-step methodology, including a review of SNB's organizational context, analysis of relevant global standards and peer practices, refinement of the long list of ESG topics, and evaluation of topic significance. This process was informed

by engagement with key internal stakeholders and supplemented by external benchmarks and proxy indicators. An overview of SNB's key stakeholder groups is provided in [Appendix 2](#).

The refreshed assessment resulted in an updated set of 15 material topics, including the addition of Nationalization and Local Talent Development and Risk Management as standalone material topics to better capture their increasing strategic importance. In addition, the names of three existing topics were refined to improve clarity and alignment with SNB's strategy, internal governance structures, and evolving ESG terminology, while maintaining continuity with prior disclosures. The refreshed outcomes ensure that SNB's sustainability priorities remain responsive to stakeholder expectations and fully integrated with the Bank's long-term strategy and risk management approach. For more information on the double materiality process, please visit [Appendix 1](#).

Refreshed materiality matrix

● Environment ● Social ● Governance



Highest Focus Area
Topics with high stakeholder interest and major business impact. Core to strategy and risk; require board oversight, clear targets/KPIs, strong controls, and dedicated resources.

High Focus Area
Important topics with slightly lower stakeholder interest or impact. Advance via roadmaps, cross-functional ownership, and ongoing monitoring with management updates.

Emerging Focus Area
Topics of moderate relevance that are rising. Early pilots, data building, and scenario monitoring position SNB to meet expectations and capture opportunities.

- 15 Talent attraction, development & retention
- 14 Data protection & security
- 13 Transparent governance & ethical conduct
- 12 Climate change & emissions
- 11 Diversity, inclusion, & equal opportunity
- 10 Responsible supply chain
- 9 Innovation & digital transformation
- 8 Sustainable financial solutions
- 7 Financial inclusion & empowerment
- 6 Environmental management
- 5 Employee health, safety & wellbeing
- 4 Nationalization & local talent development
- 3 Community engagement
- 2 Customer relationships
- 1 Risk Management

Supporting national objectives

Being a sustainability champion means turning expertise into impact—beyond your own organization.

As part of its commitment to advancing sustainability practices across the Kingdom, SNB participated in the Sustainability Champions Program led by the Ministry of Economy and Planning (MEP) (read more here), serving as a mentor within the finance and banking sector.

The program aims to accelerate the adoption of sustainability management and reporting among Saudi organizations, supporting the Kingdom's broader sustainability agenda and the objectives of Saudi Vision 2030. Through its participation, SNB reinforced its role as a sector leader and an enabler of national capacity building.



Companies supported

In line with the program's core requirement for champions to mentor a minimum of three Saudi organizations, SNB supported the following mentees:

SNB Capital



Itqan



Arabian Shield Insurance



These organizations were selected to benefit from structured guidance and practical support tailored to their sustainability maturity and sector context.

Key outcomes

Over a six-month period, SNB delivered five targeted training sessions and provided hands-on technical guidance, standardized templates, and practical tools to support the mentees. This engagement enabled the participating organizations to develop their sustainability roadmaps, identify priority ESG actions, and advance the preparation

of their sustainability reports. Through this initiative, SNB contributed to strengthening sustainability capabilities across the financial sector and wider economy, demonstrating leadership and active participation among the Kingdom's sustainability movers.

Accelerate the use of financial products for sustainable growth

As one of the largest financial institutions in the Kingdom, SNB leverages its scale, expertise, and product capabilities to act as a catalyst for sustainable growth. Guided by dedicated governance structures, the Bank continues to advance sustainable finance across its portfolio, contributing to national development objectives while capturing opportunities within the growing global sustainable finance market.

Material Issues Covered

- Sustainable finance solutions

Saudi Vision 2030 Areas

- Thriving Economy

Sustainable Development Goals



Sustainable financial solutions

SNB acknowledges the pivotal role of the financial sector in enabling the Kingdom's shift toward sustainable and inclusive economic growth. As a leading financial institution in the region, the Bank focuses on directing capital toward priority environmental and social outcomes while integrating sustainability considerations across financing decisions, product design, and market engagement. Supported by robust governance and the systematic integration of ESG principles into its operations, sustainable finance remains a key pillar of SNB's long-term strategic direction.

Embedding ESG into financing and products

SNB also continued to advance its sustainable financing agenda through the issuance of nine outstanding sustainable instruments, totalling 6.536 billion. Of this amount, 3% was allocated to green projects, 5% to social projects, and 92% to sustainability projects, demonstrating strong investor demand and supporting the Bank's efforts to mobilize capital toward environmental and social outcomes.

In 2025, SNB further strengthened its role as a leading enabler of sustainable finance in the Kingdom by enhancing its frameworks, improving disclosure practices, and scaling sustainable product development. Building on established foundations, these efforts reflect a continued focus on mobilizing capital toward priority environmental and social outcomes aligned with Saudi Vision 2030 and the Saudi Green Initiative.

Strengthened Sustainable Finance Framework

In 2025, SNB updated its Sustainable Finance Framework to significantly broaden its scope and applicability. The revised framework expanded the number of eligible green and social project categories from 3 to 17, enabling the Bank to support a wider range of environmental and social initiatives. This enhancement strengthens alignment with national sustainability priorities under Vision 2030 and provides greater flexibility to channel financing toward projects that contribute to climate action, social development, and long-term economic resilience.

Enhanced allocation and impact transparency

SNB advanced transparency and disclosure maturity through the publication of our latest Allocation and Impact Report. The report provides detailed information on the allocation of proceeds from outstanding Sustainable Sukuk issuances and presents measurable indicators of environmental and social impact. This enhanced level of disclosure reinforces governance, accountability, and stakeholder confidence in the Bank's sustainable finance activities.

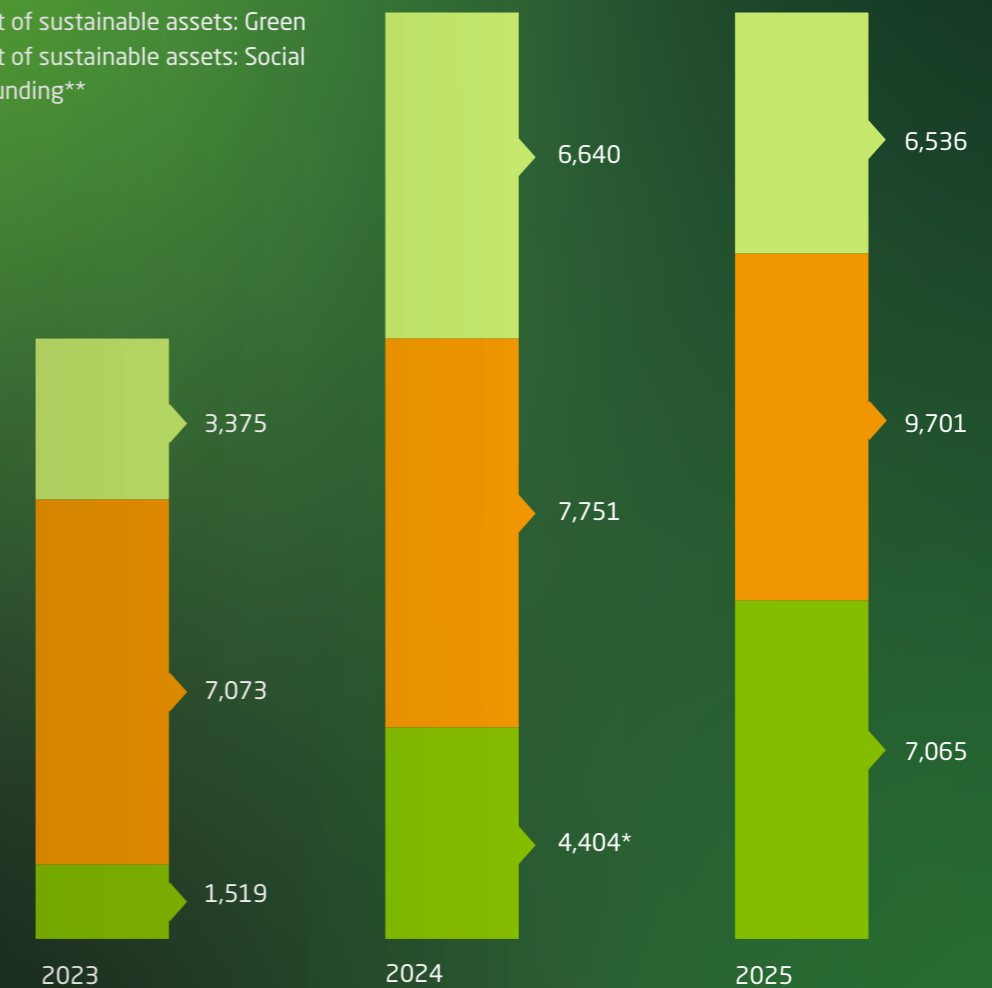
Scaling sustainable finance innovation

In parallel, SNB continued to scale sustainable finance innovation by launching new product development workstreams across Corporate and Retail Banking. These initiatives aim to expand the Bank's portfolio of sustainability-linked and responsible finance offerings, supporting client transition needs and broadening access to sustainable financial solutions.

Collectively, these developments underscore SNB's commitment to advancing sustainable finance, strengthening ESG disclosure practices, and supporting the transition toward a more resilient and sustainable financial system in the Kingdom.

Sustainable financing (SAR million)

- Total amount of sustainable assets: Green
- Total amount of sustainable assets: Social
- ESG linked funding**



*The 2024 figure for total green assets has been restated following the completion of the external audit process.

** ESG linked funding stands for total issuances (Green, Social, Sustainability) in SAR.

Investments

In 2025, Balance Sheet Management strengthened SNB's funding resilience and sustainability agenda by expanding the Bank's global funding footprint through diversified multi-currency issuances. This included long-term funding across Additional Trier 1, Tier 2, senior EMTN/Sukuk, and term loan instruments, reinforcing the bank's diversified liquidity position and capital base. These actions contributed to the Bank's enhanced ESG profile and recognition for strong performance during the year.

Complementing these efforts, sustainability considerations continued to be incorporated within the Principal Strategies division's broader investment framework. The division focuses on building a diversified investment portfolio that supports balance sheet resilience, generates recurring revenues, and provides downside protection. Sustainability factors are assessed alongside financial, economic, operational, and strategic considerations, ensuring that investment decisions remain aligned with SNB's financial performance targets and long-term value creation objectives.

Advancing the net zero transition

SNB recognizes the importance of supporting the Kingdom's transition to a low-carbon and climate-resilient economy. As a leading financial institution, the Bank supports KSA's net-zero transition by 2060 by embedding climate considerations into its operations, governance, and financing activities. This approach focuses on managing climate-related impacts across the value chain, strengthening environmental performance, and supporting national priorities under Vision 2030.

Material Issues Covered

- Environmental management
- Climate change and emissions

Saudi Vision 2030 Areas

- Vibrant Society

Sustainable Development Goals



Environmental management

In 2025, Saudi National Bank continued to strengthen its environmental management practices across its facilities, with a focus on improving operational controls, supporting responsible resource use, and maintaining compliance with applicable environmental requirements.

Environmental performance across SNB's facilities is supported by structured management systems and

controls that enable monitoring, oversight, and continuous improvement. These controls support the identification and management of environmental risks and opportunities related to the Bank's operations and facilities.

SNB aligns its facilities management practices with recognized standards, including ISO 41001 for facilities management, reinforcing a systematic approach to environmental management, ongoing monitoring, and regular review of environmental performance across its operational footprint.

Spotlight

LEED v4 Platinum-certified building design

SNB pursued LEED v4 Platinum certification for its high-rise headquarters located in KAFD to maximize energy and water efficiency while delivering a high-performance, sustainable workplace. The initiative aims to reduce operational resource consumption, lower environmental impacts, and enhance occupant wellbeing, reflecting the Bank's commitment to sustainable building design and long-term operational efficiency.

The project integrates a high-efficiency building envelope, district cooling systems, and advanced water conservation measures, including water-efficient fixtures and the use of recycled water. As a result, the building is expected to achieve energy cost savings exceeding 40% compared to a conventional baseline, contributing to reduced operational carbon emissions. Significant reductions in potable water use were also achieved, addressing a critical resource constraint in Riyadh. The building further supports employee wellbeing through high indoor environmental quality, including optimized lighting, thermal comfort controls, and the use of low-emitting materials.



Waste management

SNB's approach to waste management is closely linked to its broader digitalization and innovation strategy, which serves as a primary lever for reducing material consumption, particularly paper. The continued expansion of electronic banking services—including digital statements, online transactions, and electronic account management—has significantly reduced reliance on printed forms, statements, and receipts. By embedding digital solutions across customer-facing and internal processes, the Bank minimizes waste generation at source while delivering more efficient and convenient services.

In parallel, digital transformation initiatives have supported more resource-efficient operations by streamlining internal workflows and accelerating IT project delivery timelines. Increased automation across retail and corporate operations has reduced manual, paper-based processes, improved turnaround times, and enabled lower-impact service delivery, while also strengthening governance and fostering innovation.

Water management

SNB's water use is primarily associated with its operational facilities and is sourced from municipal water networks, which in Saudi Arabia largely rely on desalinated water and non-renewable groundwater resources. Water is consumed for domestic uses, including sanitation, employee needs, cooling systems, and limited landscape irrigation, with wastewater discharged to municipal sewerage systems for treatment.

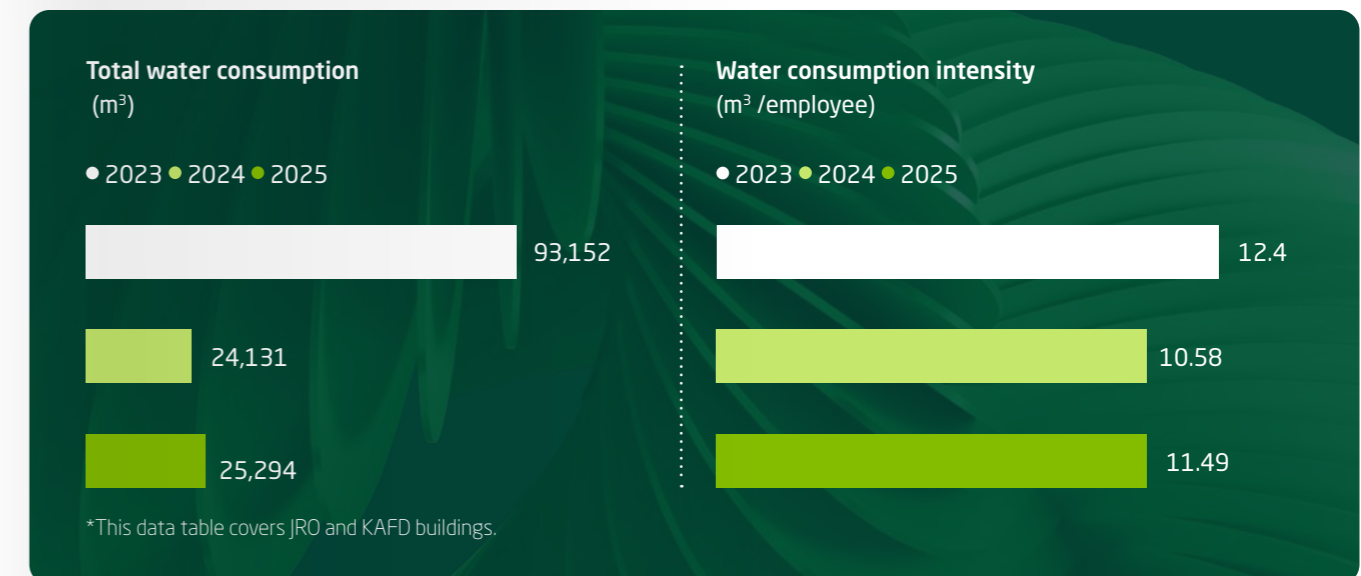
Spotlight

Recycling Vending Machines (RVMs)

Complementing its waste avoidance efforts, SNB has strengthened its approach to operational waste management through internal recycling initiatives implemented in collaboration with Saudi Investment Recycling Company (SIRC). In 2025, the Bank deployed 17 RVMs across its headquarters, regional buildings, and several of its branches across the Kingdom to support the collection and recycling of plastic bottles and aluminium cans, reinforcing its commitment to resource efficiency and responsible waste management across its facilities.

the program enables users to deposit recyclable materials and earn reward points via a mobile application, encouraging sustainable behaviours and community engagement. During its initial phase, the initiative collected 156,359 bottles and cans and avoided approximately 23,454 kg of CO₂ emissions, while contributing to increased environmental awareness among employees and visitors.

To support efficient water use, SNB monitors and controls its water supply systems through its Building Management System (BMS), enabling real-time data collection, automated control, and performance optimization. In 2025, upgrades to domestic water pump communication and fire-fighting system controls further enhanced monitoring, reliability, and operational efficiency across key facilities.



Climate change and emissions

Energy management

SNB manages energy use across its facilities through targeted efficiency measures and increased investment in clean energy solutions. Central to these efforts was the expanded deployment of a centralized Building Management System (BMS) across an additional 250 branches, enabling automated monitoring and optimization of heating, ventilation, air conditioning (HVAC), lighting, and water-supply systems. This expansion enhanced equipment performance delivered measurable energy efficiency improvements, and supported reductions in operating costs.

Energy performance is further strengthened through the integration of renewable energy solutions, including solar photovoltaic installations at new branches and selected headquarters facilities, alongside retrofitting existing sites with energy-efficient technologies. These measures contributed to improved energy performance while supporting the Bank's broader environmental objectives.

Energy use across facilities is supported by structured facility controls and management systems, including the use of BMS to continuously monitor energy consumption and identify optimization opportunities, reinforcing a consistent and systematic approach to energy management across SNB's operational footprint.

	Unit	2023*	2024*	2025**
Direct energy consumption				
Diesel consumption from generators	Liters	16,150	5,000	2,913,423
Indirect energy consumption				
Electricity consumption (office, storage, facilities, etc.)	kWh	16,602,510	14,155,039	67,168,828
Energy consumption				
Total energy consumption	GJ	60,382.65	51,148.11	352,574.96
Energy intensity	GJ/ SAR mn	1.75	1.42	8.99

*2023 and 2024 data covers JRO and KAFC buildings.

** 2025 data cover all operations including 16 buildings in KSA, one building in Bahrain, 600 branches, and 2,114 ATMs.

Spotlight

Supporting renewable energy development in the Kingdom

SNB has supported the Kingdom's renewable energy transition through active participation in the Public Investment Fund (PIF) renewable energy program. In 2023, the Bank participated in PIF Round 3 renewable energy projects, contributing to the national target of achieving 58.7 GW of renewable energy capacity by 2030.

This support expanded in 2024 through participation in three PIF Round 4 solar projects, which are expected to add approximately 5,500 MW of renewable energy capacity upon completion. In 2025, a further five solar projects with SNB participation reached financial close, representing an additional 12,000 MW of planned renewable capacity.

Across these projects, SNB provided financing solutions including term loans, equity bridge loans, and working capital facilities, supporting the development and delivery of large-scale renewable energy infrastructure aligned with national sustainability objectives.



GHG emissions

Climate change remains a defining global challenge, with governments, financial institutions, and businesses increasingly aligning their strategies toward decarbonization and Net Zero pathways to mitigate climate-related risks and impacts. SNB recognizes its role in supporting the transition to a low-carbon economy by strengthening the measurement, management, and disclosure its greenhouse gas (GHG) emissions across its operations.

SNB has implemented a range of operational initiatives to support the reduction of GHG emissions across its facilities and activities. These include the use of BMS to monitor and optimize energy consumption from heating, ventilation, air

conditioning, and lighting, ensuring systems operate only when required and at optimal efficiency. The Bank also considers energy performance and emissions efficiency in the design, refurbishment, and operation of its buildings through the adoption of energy-efficient technologies and green building practices.

In 2025, SNB made significant progress in strengthening its approach to measuring and managing climate impacts across its operations, value chain, and portfolio. The Bank established the foundational capabilities required to assess Scope 1, Scope 2, and Scope 3 GHG emissions in line with the GHG Protocol.

Operational emissions

To strengthen internal capabilities, a dedicated capacity-building session was conducted during the year to enhance understanding of climate change fundamentals and the principles of Scope 1, Scope 2, and Scope 3 emissions, with a specific focus on their relevance to the financial sector. In 2025, SNB completed a comprehensive assessment of its operational emissions inventory and included relevant GHG

emissions from scope 3 categories, in addition to the existing inventory. SNB expanded the boundary of its scope 1 and 2 GHG emissions to account for all relevant operations.

For detailed operational GHG emissions results and methodology, please see [Appendix 3](#).

	Unit	2023*	2024*	2025**
Scope 1 (Direct GHG emissions)	tCO2 eq	42.95	13.31	7,976
Scope 2 (Indirect GHG emissions)	tCO2 eq	11,063.39	7,785.27	41,707
Scope 3 (category 1-14 GHG emissions)	tCO2 eq	Not measured	Not measured	266,971
Total GHG emissions (excluding financed emissions)	tCO2 eq	11,106.34	7,798.58	316,654
Scope 1 and 2 GHG emissions intensity	tCO2 eq/ 卄 mn	0.321	0.216	1.27

*2023 and 2024 data covers JRO and KAFD buildings.

** 2025 data cover all operations including 16 buildings in KSA, one building in Bahrain, 600 branches, and 2,114 ATMs.

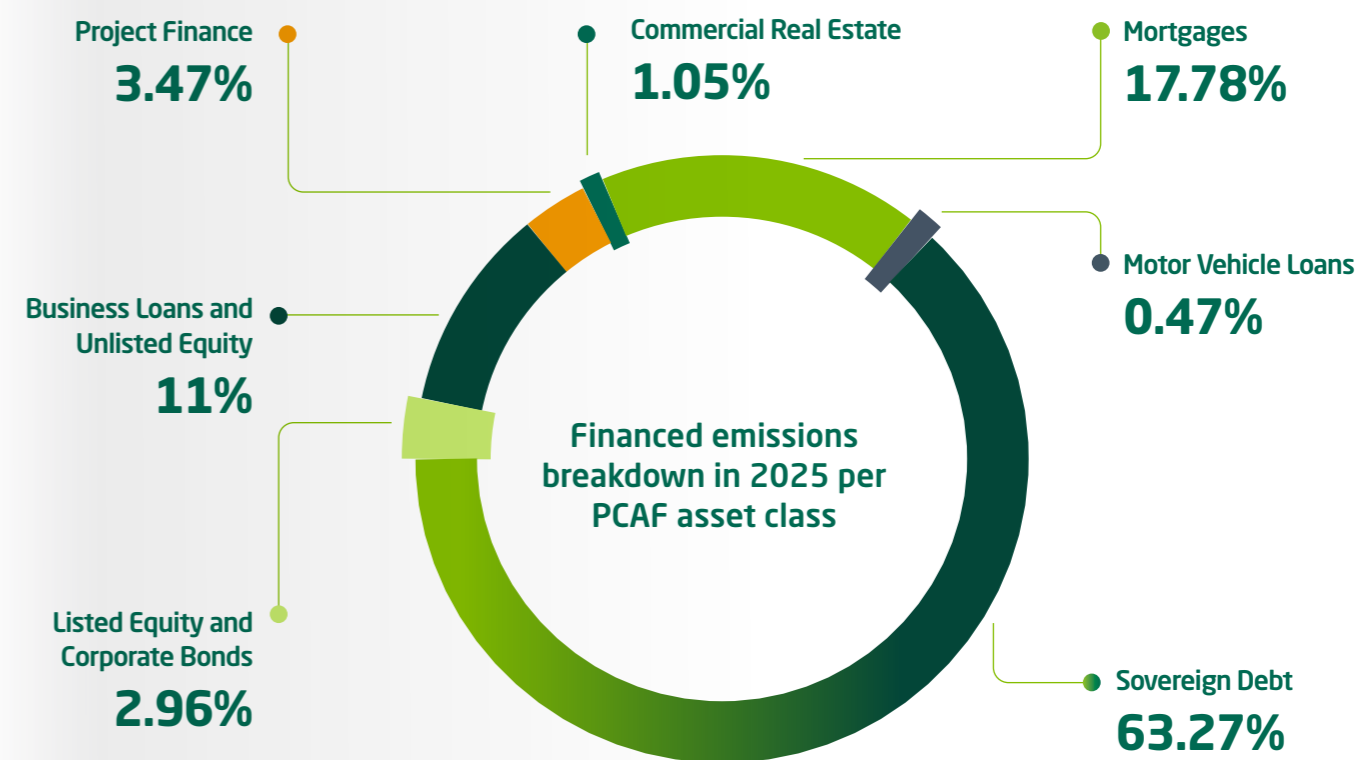
Financed emissions

The majority of SNB’s climate impact arises from its value chain, particularly through financed emissions linked to lending and investment activities. Accordingly, SNB began measuring and monitoring financed emissions in 2025 in accordance with the Partnership for Carbon Accounting Financials (PCAF) methodology and the GHG Protocol (Scope 3, Category 15 - Investments). This represents a key step in enhancing transparency and enabling SNB to better

understand, quantify, and manage its climate impact across both operational and financed activities, supporting the transition to a more sustainable economy.

The total financed emissions in 2025 were 115,659,280 tCO2e and SNB achieved a weighted average data quality score of 4.18 as per PCAF methodology.

Asset Class	Financed Emissions (tCO2e)	Outstanding Exposure (USD Billion)	Financed Emissions Intensity (kg CO2e / USD exposure)	Weighted Average PCAF Data Quality Score
Listed Equity and Corporate Bonds	3,426,136	20.21	0.170	5.00
Business Loans and Unlisted Equity	12,719,171	60.35	0.211	5.00
Project Finance	4,012,525	10.00	0.401	5.00
Commercial Real Estate	1,217,049	7.81	0.156	5.00
Mortgages	20,567,543	50.68	0.410	5.00
Motor Vehicle Loans	542,792	5.11	0.106	5.00
Sovereign Debt	73,174,063	57.87	1.265	2.00



For detailed financed GHG emissions methodology and sector-wise results, please see [Appendix 3](#).

SNB is in the process of identifying its operational and financed emission hotspots, prioritize key emitting sectors, and subsequently defining emission-reduction targets aligned with national and global climate ambitions. This exercise

will enable the development of a comprehensive carbon management plan and an emissions-reduction initiatives register, supporting both near-term actions and long-term transition measures. The Bank plans to engage with clients to better understand their climate impact and to assess their plans to address low-carbon transition.

Advocate Financial Empowerment and Nurture Talent

SNB's approach to social impact is grounded in the belief that finance can serve as a powerful enabler of inclusive and sustainable economic growth. The Bank is committed to advancing financial inclusion by expanding access to innovative and responsible financial solutions across all segments of society, with a particular focus on supporting the participation and empowerment of women.

In parallel, SNB strives to be an employer of choice by fostering an engaged, skilled, and diverse workforce, investing in talent development, career progression, and employee wellbeing. Together, these priorities reflect the Bank's role in strengthening human capital, promoting economic opportunity, and contributing to a more inclusive and resilient economy.

Material Issues Covered

- Talent attraction, retention and development
- Nationalization and local talent development
- Diversity and equal opportunity
- Employee health, safety, and wellbeing
- Financial inclusion and empowerment
- Community engagement

Saudi Vision 2030 Areas

- Ambitious Nation
- Vibrant Society

Sustainable Development Goals



Talent attraction, retention and development

SNB aims to be an employer of choice by attracting, developing, and retaining high-caliber talent while fostering a culture that supports growth, innovation, and long-term success. Guided by its Human Resources policies and aligned with KSA Labor Law and applicable regulatory requirements, the Bank is committed to providing an inclusive and supportive workplace that enables employees to build meaningful and sustainable careers.

Workforce overview

SNB's workforce management approach is underpinned by a comprehensive Human Resources Policy Framework that governs recruitment, onboarding, performance management, compensation and benefits, talent development, and employee relations across the organization. The framework is implemented consistently across all subsidiaries, which apply the same core policy principles while allowing for localized procedures where required. Fully aligned with Saudi Labor Law, GOSI regulations, and relevant global best-practice frameworks, the policy framework ensures fairness, transparency, and regulatory compliance.

	Unit	2023	2024	2025
Workforce size				
Total number of employees*	Number	8,656	8,516	7,705
• Full-time employees	Number	8,482	8,342	7,658
• Trainees and sponsored students	Number	174	174	47
Workforce by gender				
• Female	Number	1,234	1,367	1,405
• Male	Number	7,248	6,975	6,253
Workforce by level				
Total number of employees in senior management	Number	399	490	527
Total number of employees in middle management	Number	2,379	2,285	2,097
Total number of employees in other levels	Number	5,704	5,567	5,034
Workforce by age*				
Number of employees between 18-30	Number	1,619	1,426	1,356
Number of employees between 31-40	Number	4,668	4,483	3,941
Number of employees between 41-50	Number	1,942	2,149	2,059
Number of employees 51+	Number	253	284	302

*2023 and 2024 figures have been restated for consistency and comparability.

Hiring and attracting talent

SNB adopts a structured and targeted approach to hiring, designed to meet strategic workforce requirements while supporting national talent development and future

capability building. Through a range of specialized hiring and development programs, the Bank attracts job-ready talent across priority business areas and career stages.

Key hiring programs and our impact

SNB Rowad Program

A flagship national talent development initiative, delivered in partnership with leading international providers, designed to attract and develop young Saudi talent for future leadership and critical banking roles.

1
Cohorts launched

22
Participants enrolled

132
Graduates hired into SNB roles

Retail Direct Hiring

A direct hiring approach focused on meeting frontline and customer-facing staffing needs across retail banking operations.

4
Cohorts launched

122
New hires through direct recruitment

Enterprise Data Management

A structured hiring program that aims to develop the new hires skills in data management, governance and enhance their ability to leverage data efficiently and effectively.

1
Cohorts launched

20
New hires through direct recruitment

Technology Structured Hiring Program

A structured hiring and development program providing foundational knowledge, technical skills, and on-the-job training for technology and digital roles.

1
Cohorts launched

32
Participants trained

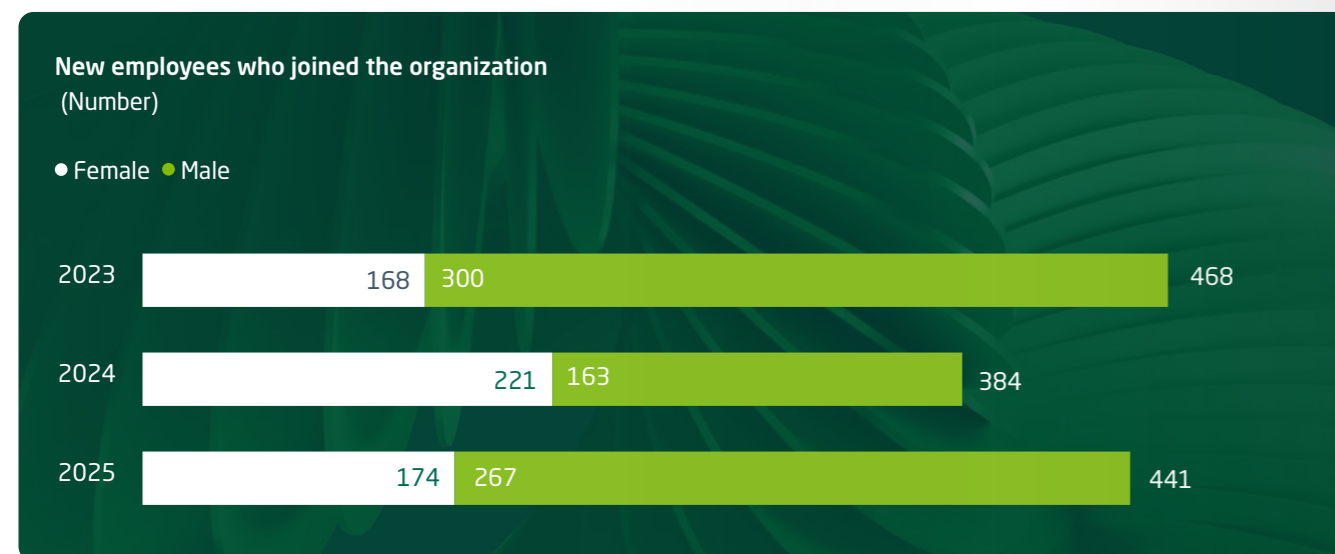
SME Relationship Management Program

A development program aimed at strengthening relationship management capabilities within the SME segment, covering credit analysis, risk management, ESG considerations, and relationship excellence.

1
Cohorts launched

15
Participants trained

In 2025, SNB continued to strengthen its workforce through targeted talent acquisition aligned with business needs and long-term human capital priorities. Total new hires increased by 15% compared to the previous year, reflecting continued investment in organizational capability. The number of women hired was 174, while youth recruitment increased by 4%, supporting diversity, inclusion, and national workforce development objectives.



	Unit	2023	2024	2025
Employee turnover*				
Total number of employees who left the Bank	Number	714	511	1,129
• Female	Number	111	88	136
• Male	Number	603	423	993
Employee turnover rate				
Percentage of employee turnover	Percentage	8.3%	6.1%	8.6%**

*2023 and 2024 figures have been restated for consistency and comparability.

** Excluding employees transfer to Itqan.

Employee benefits

SNB offers employee benefits designed to support employee wellbeing and financial security. These include medical coverage, life and disability insurance, and adherence to national social insurance requirements, including the General Organization for Social Insurance (GOSI). The Bank also provides social insurance coverage and a savings scheme for retirees to support financial planning for retirement.

SNB's compensation approach is designed to attract and retain talent through market-competitive pay structures and a clear focus on internal equity. Employee roles are graded through a formal job evaluation process, with salary positioning informed by role requirements, competencies, and relevant experience. This approach supports fairness, transparency, and alignment with the Bank's long-term people strategy.



Additional employee benefits

- Shipment of personal effects
- Annual travel tickets
- Leave salary advance
- Employee salary loans
- Preferential rates for personal finance, residential finance, and auto leasing
- Credit card benefits
- Retiree support packages

Parental leave

To promote a healthy work-life balance for parents, SNB offers parental leave benefits in full compliance with KSA Labor Law. Parental leave uptake remained stable over the three-year period, with 505 employees taking parental leave in 2025, broadly consistent with prior years. Return-to-work rates remained strong, reaching 99.6% in 2025, demonstrating effective reintegration following parental leave. While the 12-month retention rate declined slightly in 2025 to 92.9%, it continues to reflect a high level of workforce retention among employees returning from parental leave.

	Unit	2023	2024	2025
Employees that took parental leave	Number	517	492	505
Employees who returned to work after parental leave ended (return to work)	Number	515	492	503
Employees returned from parental leave who were still employed twelve months after return to work (retention)	Number	499	481	469
Return to work rate*	Percentage	99.6%	99.8%	99.6%
Retention rate**	Percentage	96.5%	98%	92.9%

*Return-to-work rate refers to the percentage of employees who returned to work following the end of parental leave.

**Retention rate refers to the percentage of employees who returned from parental leave and remained employed twelve months after their return.



Training and development

Training and development at SNB are delivered through SNB Academy ([learn more here](#)), the Bank's dedicated learning and capability-building platform designed to support continuous professional growth across all career stages. The Academy provides a structured and integrated approach to learning, offering role-based development pathways, leadership programs, professional certifications, and targeted skills training aligned with business priorities.

Programs are delivered using a blended learning model that combines instructor-led sessions, digital learning platforms, and virtual tools, with progress monitored through the Bank's HR management systems. This approach supports consistent capability development, employee engagement, and long-term talent growth across the organization.

SNB Academy - Management and Governance Approach

The SNB Academy operates under a structured, enterprise-wide learning framework designed to continuously strengthen employee capabilities while aligning talent development with business priorities, regulatory requirements, and ESG commitments. Overseen by the Human Resources team, the Academy applies a disciplined governance model to ensure learning initiatives are relevant, compliant, and effective in supporting both organizational performance and long-term workforce development.

Key elements of the SNB Academy's management approach include:

Annual Training Needs Analysis (TNA): Conducted across all business lines to identify learning requirements spanning technical skills, leadership development, ESG competencies, risk management, and customer excellence.

Executive Oversight and Resourcing: Training plans and learning budgets are reviewed and approved by Executive Management to ensure alignment with strategic workforce priorities.

External Partnerships: Collaboration with approved training providers and academic institutions to deliver specialized programs aligned with industry standards and regulatory expectations.

Flexible Delivery Models: Use of classroom-based, virtual, blended, and digital learning platforms to enhance accessibility, inclusiveness, and learner engagement.

Standardized Execution: Application of consistent delivery and capacity planning models to support efficient resource utilization and timely program implementation.

Regulatory Alignment and Monitoring: Ongoing tracking and reporting of mandatory training completion, SAMA certifications, and regulatory learning KPIs.

Compliance Focus: Full alignment with financial regulatory requirements, including anti-fraud, cybersecurity, AML/CTF obligations, and professional accreditation standards.

271,203
total training hours delivered (2025)

95%
of employees trained during the year

671
learning programs delivered through SNB Academy

240
employees enrolled in structured learning pathways

In addition, SNB delivered a range of other training initiatives throughout the year to ensure employees are equipped, enabled, and confident in carrying out their roles effectively.

Certified Compliance Officer (CCO) to relevant employees	Agile Software Developer	Nanodegree Program
Certified Governance, Risk Management, and Compliance Professional (GRCP)	CISSP Certification	COBIT Certification
Cloud Architecture	The Cyber Fraud Program	OBM (Operations Bridge Manager)
Derivatives & Structured Products	Generative AI for Business Leaders	Enhancing customer experience
Enhancing Digital customer Journey	Relationship Mangers development program	Branch managers development programs
Operation Managers development program	Budgeting Fundamentals and Development	

Spotlight

Investing in People and Performance

At Itqan, continuous learning and professional development are key drivers of individual and organizational growth. The subsidiary provides employees with access to targeted training programs and development opportunities designed to strengthen technical, managerial, and interpersonal capabilities.

Performance management is a core element of Itqan’s people strategy. All employees—representing 100% of the workforce—receive regular performance reviews to assess progress, recognize achievements, and identify development needs. These reviews inform career progression, talent development, and succession planning, reinforcing Itqan’s commitment to building a high-performing, engaged, and motivated workforce.

Training and career development

In 2025 and through targeted training programs, SNB develops specialized skills across key business areas while supporting long-term talent growth and operational excellence.



	Unit	2023	2024	2025
Average training hours per employee*	Hours	55	34	22
• Female	Hours	62.7	73.23	29.7
• Male	Hours	28.7	24	19.1
Number of training hours for senior management	Hours	9,112	13,453	14,477
Number of training hours for middle management	Hours	55,282	56,396	54,615

*Figures reflect average hours of training per employees who received training during the reporting period



LEAP+ Program

LEAP+ is a strategic leadership acceleration program designed to develop SNB's emerging leaders and strengthen the Bank's future leadership pipeline. Delivered in partnership with faculty from London Business School, the program focuses on advanced leadership capabilities, critical thinking, and strategic decision-making.

Participants are exposed to global leadership methodologies, supported through personalized coaching, and engaged in practical simulations addressing complex business challenges. Graduates of the program are positioned to lead strategic initiatives across the organization and contribute to long-term business resilience.

25
participants in 2025

Effective Leadership Program

The Effective Leadership Program is designed to strengthen core leadership capabilities by enhancing team management, decision-making, and problem-solving skills. The program supports participants in building confidence to address workplace challenges and improve overall leadership effectiveness.

Delivered through interactive workshops and practical exercises led by expert trainers from Management Centre Europe, the program equips participants with actionable tools to inspire teams, make informed decisions, and lead with greater impact.

52
participants in 2025

Senior Credit Officer (SCO) Program

The Senior Credit Officer (SCO) Program is a multi-year upskilling initiative designed to strengthen the professional capabilities of senior credit officers across all levels at SNB. The program focuses on enhancing credit judgment, risk assessment, and decision-making skills in response to evolving market conditions and regulatory expectations.

Through a structured development journey, the SCO Program supports consistent credit practices and strengthens risk management capabilities across the Bank.

147
participants in 2025

Data Management & Reporting Capability Program

The Data Management & Reporting Capability Program is designed to strengthen employee expertise in data analysis and business intelligence, enabling more effective, data-driven decision-making across the organization. Targeted at current employees, the program equips participants with practical skills to leverage data analytics in support of organizational transformation and sustainable growth. Delivered throughout 2025, the program combined technical training, applied learning modules, and capstone projects.

Key outcomes included;

- improved data literacy,
- enhanced reporting quality,
- stronger decision-making capabilities,
- and increased productivity.

93
participants in 2025

Treasury Specialized E-Learning Courses

The Treasury Specialized E-Learning Courses were introduced to strengthen digital and technical capabilities among employees working in treasury functions. Leveraging content from a dedicated digital learning library hosted on the Intuition platform, the courses are designed to deepen understanding of core treasury functions, tools, and market practices.

This flexible, digital learning approach supports continuous skill development while enhancing technical proficiency across treasury operations.

147
participants in 2025



Spotlight

SURGE Hackathon Program

The SURGE Hackathon program was launched to strengthen data-driven innovation and collaboration across SNB by enabling employees to develop practical solutions to real business challenges.

Delivered through two complementary initiatives: **SURGE DAT-AI-THON** and **SURGE Leap+**, the program was designed to accelerate ideas into viable proofs of concept (POCs) and support SNB's digital transformation agenda.

The hackathons were conducted through guided workshops and mentor-led sessions, enabling teams to identify challenges, refine ideas, and develop executable solutions. SURGE Leap+ was held in June 2025, while SURGE DAT-AI-THON took place in December 2025, engaging participants from retail, corporate, and digital ventures.

The program resulted in a strong pipeline of high-potential ideas, improved cross-unit collaboration, and the development of several POCs positioned for pilot implementation. Key lessons highlighted the value of structured innovation platforms in accelerating idea maturity and supporting progression toward minimum viable products (MVPs).

Career development

SNB applies a structured performance appraisal process to support a performance-driven culture and continuous employee development. The process is conducted through three annual cycles: goal setting, mid-year review, and year-end review, ensuring alignment between individual objectives, behavioural competencies, and organizational priorities.

Performance discussions and evaluations are managed through the Bank’s Performance Management System, with active involvement from both employees and line managers to support regular feedback, development planning, and recognition of performance.

Percentage of employees who received a regular performance and career development review



Sustainability capacity building

In 2025, SNB developed a dedicated sustainability Human Capital Training Strategy to support the effective implementation of its Sustainability Strategy and ensure employees are equipped with the skills and capabilities required to deliver ESG objectives. The strategy provides a structured, enterprise-wide approach to identifying, prioritizing, and addressing sustainability-related training needs across business units.

The approach focuses on defining the key ESG skills and competencies required to support the Bank’s ESG objectives including sustainable finance ambitions, climate and overarching sustainability expertise, assessing existing internal and external training resources, and identifying capability gaps.

Based on this assessment, targeted learning pathways and resource plans are developed, combining upskilling of existing employees with selective resourcing where specialized expertise is required. This structured approach helps ensure that sustainability responsibilities are clearly supported by the right skills, enabling employees to be both capable and confident in delivering SNB’s ESG commitments.



Nationalization and local talent development

SNB prioritizes nationalization by focusing on the attraction, development, and retention of Saudi talent across all business units. The Bank actively supports Saudization

objectives by building sustainable career pathways, investing in skills development, and meeting applicable national workforce targets. For select roles requiring specialized expertise where local talent availability is limited, SNB employs non-Saudi professionals in accordance with regulatory requirements and approved guidelines.

This balanced approach supports knowledge transfer, workforce capability building, and long-term national talent development.



	Unit	2023	2024	2025
Percentage of nationalization in senior management	Percentage	91.3%	92.6%	93.1%
Percentage of nationalization among total workforce	Percentage	99.2%	99.3%	99.3%

*Data covers KSA employees only.

Early career programs

SNB offers Cooperative and Summer Training programs to support university students in gaining practical, real-world experience and developing both technical and professional skills. These programs are designed to bridge the gap between academic learning and workplace application, helping students build confidence and workplace readiness.

In collaboration with the Talent Acquisition team, the SNB Academy launched the sixth cohort of the Cooperative Training Program in 2025, engaging 75 male and female students from various academic disciplines. Participants

completed structured on-the-job training across multiple SNB departments, supporting early career development and national talent pipelines.

In addition, SNB hosted “Engage & Explore” orientation sessions for external visitors, including participants from the ROSHN Graduate Development Program and students from King Saud University’s Economic Club, providing exposure to the banking sector and career pathways within the Bank.

Diversity and equal opportunity

Diversity and inclusion are embedded across SNB's Human Resources Policy Framework, reflecting the Bank's commitment to equal access to opportunity for all employees. The policy promotes respect for individual differences and supports the creation of an inclusive workplace where everyone feels valued, respected, and able to contribute to their full potential.

SNB places a particular focus on increasing women's participation across the workforce and supporting their career progression. Targeted programs are designed to equip female employees with the skills and experience needed for leadership roles and long-term career growth. In parallel, internal job announcement and mobility programs are used to ensure transparent and equitable access to development and advancement opportunities, supporting a diverse talent pipeline at all levels of the organization.

Equal opportunity is also reflected in SNB's external hiring practices. Recruitment programs are promoted through the Bank's careers platform, ensuring fair and inclusive access for all applicants without discrimination based on gender, age, or other personal characteristics. In 2025, SNB implemented several structured hiring initiatives, including the SNB Rowad Program, SME Relationship Management Program, and branch hiring programs, supporting workforce diversity and capability development. [Read more about hiring on page 39.](#)

In addition, SNB encourages internal mobility through its Internal Job Posting (IJP) program, enabling employees to apply for roles across different functions and business areas. During 2025, a significant number of positions were filled through the IJP program, reinforcing the Bank's commitment to recognizing internal talent, supporting career progression, and fostering equal opportunity within the organization.

	Unit	2023	2024	2025
Women new hires	Number	168	221	174
Youth new hires	Number	362	338	350
Women in management positions	Number	240	234	294
Total number of nationalities (including KSA)	Number	16	18	18



Ethical conduct

SNB's Code of Conduct establishes a clear framework of ethical values and professional standards that guide the behavior and performance of all employees and relevant stakeholders. The Code promotes integrity, transparency, objectivity, accountability, and professionalism, ensuring that employees carry out their duties in a manner consistent with the Bank's ethical principles and organizational values.

In 2025, awareness and compliance with the Code of Conduct reached full coverage, with 100% of employees having read and formally acknowledged the Code. This reflects SNB's strong emphasis on ethical culture, accountability, and disciplined conduct across the organization.

Beyond the Code of Conduct, SNB is committed to responsible business practices grounded in respect for human rights, fair labor standards, and regulatory compliance. The Bank's policies incorporate due diligence processes, a precautionary approach to risk management, and alignment with applicable regulations, including Saudi Labor Law and GOSI requirements. Together, these measures support ethical decision-making, responsible operations, and sustained trust across SNB's business activities.



100%

of employees having read and formally acknowledged the Code

Human rights

SNB maintains formal policies covering non-discrimination, anti-harassment, and respect for human rights, reinforcing its commitment to fair treatment, dignity, and equal opportunity in the workplace. These principles are embedded within the Bank's internal policies and codes and are applied consistently across the organization. The same expectations extend to suppliers and vendors through contractual requirements, codes of conduct, and due diligence processes, supporting responsible business conduct across the value chain.

To foster a culture of inclusivity, respect, and accountability, SNB maintains structured mechanisms for addressing employee grievances and behavioral concerns. All grievances are submitted through the Human Resources Management System (HRMS) and are handled in accordance with established policies and defined timelines. Line managers are responsible for reviewing and responding to grievances within five working days. Where a grievance cannot be resolved at this level, or where a conflict of interest exists, cases are escalated to higher management.

Non-behavioral grievances are addressed through internal resolution processes, while cases involving behavioral misconduct are subject to formal investigation by a dedicated committee to ensure impartiality and consistency. The Supreme Committee for Complaints and Grievances serves as the highest authority in the grievance process, with decisions deemed final. In line with SNB's zero-tolerance approach to behavioral abuse, these policies apply to all employees without exception and are aligned with Saudi Labor Law and relevant regulatory requirements. Legislative updates are promptly reflected in internal procedures, ensuring fair treatment, transparency, and effective resolution of concerns across the organization.

In addition, SNB has defined processes to protect employee rights during significant operational changes. Written employee consent is required for transfers to a different city of residence or for assignments outside the agreed role lasting more than one month, unless otherwise specified in the employment contract. This approach supports fair treatment, clear communication, and alignment with labor regulations.

Employee health, safety, and wellbeing

SNB maintains a proactive approach to safeguarding employee health and safety, guided by a dedicated Health and Safety Policy and a structured framework aligned with NEBOSH qualifications and applicable national and international safety standards. The Safety and Security team oversees the implementation of safety programs, policies, and incident evaluations across the organization.

These efforts are supported by regular health and safety inspections and targeted training to ensure employees understand their roles, hazard management practices, and incident reporting procedures.



12,399 hours
of health, safety, and wellbeing training were delivered to employees by SNB in 2025



Employee engagement and wellbeing

To support a positive and inclusive workplace, SNB promotes open communication and employee engagement through regular town hall meetings, Pulse surveys, and recognition programs that acknowledge and celebrate employee contributions.

SNB delivers a range of internal communication and engagement initiatives aimed at supporting employee wellbeing, strengthening connection across the organization, and promoting a productive and supportive work environment. These initiatives include:

Health and Wellness Campaigns

SNB delivers a range of health-focused initiatives to promote physical wellbeing and preventative care. These include awareness campaigns on breast cancer and prostate health, blood donation drives, annual wellness programs, and targeted learning sessions focused on health and wellbeing.

Recognition and Performance Celebrations

Employee contributions and achievements are recognized through structured programs that reinforce motivation and engagement. These include high-performance celebrations, employee loyalty recognition for milestone years of service, and the KAFU Recognition Program, which acknowledges excellence and sustained commitment.

Culture, Engagement, and Connection Activities

To strengthen organizational culture and connection, SNB organizes a variety of engagement activities throughout the year. These include the WeCare appreciation campaign, Children's Day, Father's and Mother's Day acknowledgements, Coffee and Chocolate Day, and Cybersecurity Awareness Month.

Sports and Social Events

SNB promotes teamwork and wellbeing through sports and recreational activities such as padel tournaments, chess championships, Jakaro tournaments, and other recreational challenges designed to encourage collaboration and healthy lifestyles.

Innovation and Learning Experiences

Employee creativity and continuous learning are supported through innovation-focused initiatives, including hackathons, digital awareness campaigns, and knowledge-sharing sessions that promote innovation, capability building, and cross-functional collaboration.

Community and Seasonal Event

Seasonal and community-oriented activities are organized to strengthen a sense of belonging and shared culture. These include Ramadan and Iftar gatherings, festive celebrations, and group-wide social initiatives that foster inclusion and connection across the organization.



Zero
employee lost-time injuries (LTI) and total recordable injuries (TRI) for the past three years



Zero
cases of recordable work-related ill health for the past three years

Financial inclusion and empowerment

Supporting financial empowerment and enabling talent development remains central to SNB's contribution to Saudi Arabia's social and economic advancement. As the Kingdom accelerates toward Vision 2030, SNB is committed to supporting inclusive participation in the financial system while cultivating a strong, diverse, and future-ready workforce within the Bank.

Beyond our workforce, we also advance financial inclusion through dedicated programs that enable underserved segments – particularly women – to access financial services, build financial resilience, and participate more fully in economic activity.

Supporting wider participation in the financial system is an important part of SNB's role in the Kingdom's economic landscape. By offering tailored financial solutions and improving the availability of banking services, the Bank helps individuals, entrepreneurs, and small businesses access the resources they need to grow and contribute to national development.

In 2025, SNB supported 379,000 Micro, Small, and Medium Enterprises (MSMEs) through specialized financing programs and strengthened its collaboration with the Kafalah Program to expand credit access for small and emerging enterprises.

Supported **SR 110.3 billion** in MSME financing for 379,000 businesses

Customer finance awards

Award Title	Event	Recognition	Highlight
Credit Card Initiative of the Year	Asian Banking and Finance Retail & Banking Awards 2025	Regional	Recognized for introducing the Kingdom's first multi-currency travel credit card, offering seamless global spending with zero foreign exchange markup and a strong customer-centric value proposition.
Accelerating Portfolio Expansion & Segment Enablement	EDGE 2025 Summit - The Digital Revolution	Regional	Recognized for its strategic impact in expanding card issuance, strengthening customer segmentation, and driving sustainable portfolio growth.

Spotlight

Family banking

Family Banking is a digital feature within the SNB Mobile App designed to support responsible financial management at the household level. The service enables heads of families to manage family finances in a secure and user-friendly manner, while promoting early financial awareness for younger dependents.

Through Family Banking, customers can open and manage accounts for minors under the age of 15, view account details, and transfer funds or send allowances directly to their dependents. Additional features include a centralized family dashboard, the ability to add and manage family members through the "My Family" function, and access to protection and savings programs that support long-term goals such as children's education. Personalization options, including customized profile images for each minor, further enhance the user experience.

Financial inclusion

SNB continues to advance financial inclusion more broadly through programs designed to support underserved and economically disadvantaged groups. In 2025, the Bank provided 5,126 Qard Hassan loans to female beneficiaries, amounting to SR 26.1 million, helping expand access to essential financial services and economic participation. Furthermore, 6 branches are dedicated to providing Qard Hassan loans for women via SNB's corporate responsibility program. Our branch and ATM network includes 56 branches including 9 branches with dedicated sections for women. In addition, the bank operates 418 ATMs in low-populated and economically disadvantaged areas, enabling access to banking services in these locations and expanding financial inclusion across the Kingdom.*

Moreover, SNB Personal Finance contributes to social development objectives by offering inclusive and flexible financing solutions designed to address essential customer needs. Financing is made available to low-income segments, including customers earning below SR 4,000, alongside zero-interest short-term financing options to support short-term financial stability. Flexible repayment features, such as Flexi-Finance and restructuring options, enable customers to manage their obligations in line with their financial circumstances. In addition, products such as housing allowance financing support customers in securing adequate housing, reflecting SNB's focus on financial inclusion and responsible lending.

	Unit	2023	2024	2025
Total Financing by Size				
• Micro	Percentage	1.13%	4.96%	11.93%
• Small	Percentage	6.07%	10.41%	9.43%
• Medium	Percentage	9.35%	8.63%	8%
• Commercial	Percentage	83.42%	76%	70.64%
Total Financing	Percentage	91.3%	92.55%	93.1%
Number of loans outstanding qualified to programs designed to promote small business and community development	Number	4,382	10,816	14,901
Amount of loans outstanding qualified to programs designed to promote small business and community development	SR	13,229,145	24,839,150	26,762,788

* A 'low populated and economically disadvantaged area' is defined as a city with a single branch or a location hosting an ATM that is 100 km or more from the city.

Spotlight

Saving Pocket

Saving Pocket is a smart digital savings feature designed to help customers build savings effortlessly through automated and flexible options. The solution enables customers to save small amounts seamlessly as part of their everyday transactions, supporting positive saving habits and long-term financial wellbeing.

The feature offers multiple easy-to-use saving options, including fixed-amount savings linked to payments, automatic round-ups on transactions, and scheduled transfers through standing orders. By integrating saving into routine financial activity, Saving Pocket makes it easier for customers to grow their savings consistently with minimal effort.

Spotlight

“Largest Enabler” SME Growth Campaign

In 2025, SNB launched the **“Largest Enabler”** campaign to reaffirm its role as a leading supporter of small and medium enterprises (SMEs) in the Kingdom and its contribution to achieving Saudi Vision 2030 objectives. The campaign was designed to strengthen SNB’s engagement with the SME sector by highlighting the Bank’s financial solutions, digital capabilities, and advisory support tailored to SME growth and resilience.

The campaign focused on attracting new SME customers and deepening relationships with existing clients through targeted outreach and engagement. Marketing activities were delivered across SNB’s digital platforms, electronic billboards, and specialized SME-focused events, increasing awareness of available financing solutions and digital services. Through this initiative, SNB reinforced its position as a key enabler of entrepreneurship and economic diversification, supporting SME development as a cornerstone of sustainable economic growth in the Kingdom.

Financial literacy

SNB recognizes that a resilient and inclusive economy depends on strong financial literacy across society. Through targeted financial education initiatives, the Bank supports the development of financial knowledge and skills among students, young professionals, and broader stakeholder groups, contributing to long-term economic empowerment.

As one Group, SNB Capital has successfully delivered a series of financial awareness sessions covering investment and saving fundamentals, technical analysis and real-estate, delivered through expert-led workshops and academic engagement. These initiatives are designed to strengthen financial awareness, promote responsible financial decision-making, and foster meaningful engagement with the academic community. SNB Capital is also a sponsor of the Gulf Smart Investor Award launched by the Capital Market Authority, reinforcing its commitment to empowering the next generation of investors in line with Saudi Vision 2030.

During 2025, SNB continued to advance financial literacy through targeted educational initiatives aimed at early engagement and awareness-building. As part of the SNB Kids 2025 initiative, a dedicated workshop was conducted with children to actively involve them in shaping the proposed youth banking experience. The session focused on understanding participants’ needs, preferences, and behaviors related to money management and digital usage, supporting the introduction of financial literacy concepts at an early age through age-appropriate engagement. The workshop featured interactive and hands-on activities designed to encourage participation and creativity. Children developed their own card concepts through drawing exercises and shared their ideas using whiteboards during the session.

Through these ongoing efforts, SNB aims to contribute to improved financial understanding, support informed participation in the financial system, and strengthen its broader commitment to social development and inclusive growth.

Spotlight

“Mali” Initiative to Promote Financial Literacy for Children

As part of the Saudi National Bank’s commitment to promoting financial inclusion and building a more financially aware society, the Bank launched the “Mali” initiative in partnership with the Saudi Central Bank and Meem Ain Education Company. The initiative aims to enhance children’s financial literacy and equip them with essential money management skills from an early age.

The initiative uses innovative educational solutions that combine interactive learning with digital experiences, including a digital educational game designed for children aged 8 to 12 to help them understand saving and money management concepts in a simple and engaging way.

In 2025, the initiative saw several developments, including:

- Launching an updated version of the game and improving the user experience.
- Developing new educational content, including storytelling elements.
- Implementing digital awareness campaigns and organizing school workshops.
- Building partnerships with educational and community entities to expand the initiative.
- Participating in international fintech events such as Money20/20.

54,000+
active users of the financial literacy game

11,000+
participants in in-person activities and events

202,000+
beneficiaries reached through awareness and educational campaigns

10
field campaigns across cities including Riyadh, Dammam, Khobar, and Jeddah

Spotlight

Financial Awareness and Knowledge Sharing

In 2025, SNB Capital continued to deliver its Financial Awareness Sessions, providing more than 15 sessions to university students, consistent with previous years. The program was expanded to include clients, increasing the total number of beneficiaries to 3,450.

In collaboration with The Financial Academy, SNB Capital also launched Financial Awareness Day, welcoming students from Princess Nourah University, AlFaisal University, and King Saud University. The sessions focused on building knowledge around investments and savings, supporting national efforts to foster a financially educated society.

SNB Capital drives the future of Saudi financial media

To strengthen collaboration with local media outlets, SNB Capital initiated a closed roundtable with Saudi financial media professionals. Building on this engagement, The Financial Academy adopted the initiative and launched “Shaping the Future of Saudi Financial Media”, a full-fledged training program delivered with SNB Capital as its strategic partner. The program aims to enhance the quality, depth, and professionalism of financial media coverage content in the Kingdom.

Showcasing a landmark M&A case globally

In collaboration with The Financial Academy and the London Business School, SNB Capital developed a case study covering the Merger and Acquisition (M&A) between the National Commercial Bank (NCB) and Samba Financial Group. The case study highlights the success of the landmark M&A and is now featured within London Business School masterclasses and The Financial Academy’s programs, positioning a Saudi-led financial case study for global recognition.

Community engagement

SNB continued to support communities across the Kingdom through structured social responsibility programs that deliver measurable social and economic outcomes. Corporate Responsibility (CR) is integral to the Bank's commitment to economic empowerment, community development, and

environmental responsibility, delivered through targeted initiatives and partnerships that drive positive social impact and shared prosperity.

Through the Ahalina Corporate Responsibility Programs, the Bank worked alongside non-profit organizations, productive families, and local partners to enable individuals and institutions in alignment with Vision 2030 and the national social development agenda.

Microfinancing

Through its Productive Families Financing Program, SNB empowers women by providing microfinance solutions ranging from 4,800 to 12,000 per beneficiary, supporting the establishment of small businesses and promoting self-employment. Operating through six dedicated social responsibility branches in Jeddah, Riyadh, Alhasa, Hail, Buraidah, and Abha, the program targets women with limited incomes, fostering entrepreneurship and financial independence within local communities. In 2025, the program provided 5,126 Qard Hassan to female beneficiaries, with a total value of 26.1 million.

Entrepreneurship

SNB supported 50 start-ups through three business accelerators, including two fintech accelerators delivered in partnership with the Ministry of Communications and Information Technology and a social entrepreneurship accelerator in the municipal and housing sectors implemented in collaboration with the Ministry of Municipalities and Housing.

The fintech accelerators aimed to graduate 40 fintech companies, while the social entrepreneurship accelerator focused on the municipal, housing, and municipal services sectors, supporting the graduation of 10 projects. These programs contribute to innovation, job creation, and sector-specific economic development.



Volunteerism

SNB's Volunteerism Program channels employee and community efforts into impactful initiatives while fostering a strong culture of giving back.

General Volunteer Initiatives



The Ahalina Happiness Campaign Included different voluntary initiatives such as Iftar Ramadan and Keswa Al Eid, as well as blood donation campaigns and year-round community support initiatives. In 2025, 1,157 volunteers contributed 5,558 volunteer hours, reflecting sustained engagement across the Bank and the wider community.

The estimated economic value of this contribution reached 116,718.

Pro Bono Volunteerism



Engaged 188 SNB employees, who contributed 330 hours across 188 projects, benefiting more than 814 entrepreneur and non-profit organizations. The estimated economic value of this contribution reached 122,430.

Pro bono volunteerism enables SNB employees to share their professional expertise by providing specialized consultation and advisory support to nonprofit organizations and entrepreneurs.

Student Volunteer Program

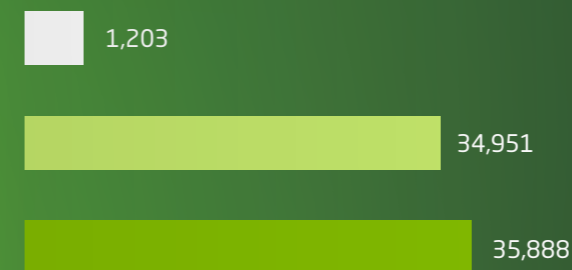


Engaged 10,000 high school students, who completed 30-hour volunteer initiatives as a graduation requirement. Implemented in cooperation with regional secretariats, the initiatives included tree planting and the Visual Distortion Treatment Initiative, raising environmental awareness and civic responsibility among youth.

The estimated economic value of this contribution reached 630,000.

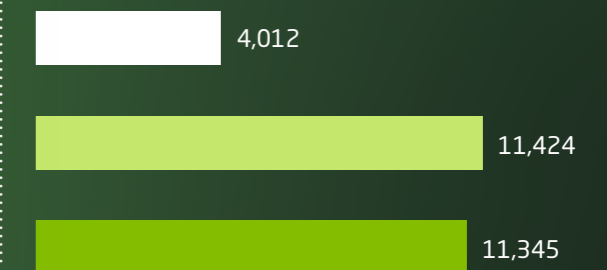
Total hours of volunteering (Hours)

● 2023 ● 2024 ● 2025



Number of volunteers (Number)

● 2023 ● 2024 ● 2025



Handcraft production

As part of our commitment to preserving cultural heritage, SNB implements the Handcraft Production Program in strategic partnership with the Heritage Commission, delivered through charitable organizations across the Kingdom. The program provides artisanal training through Craftsmen Houses affiliated with the Heritage Commission, focusing on design, innovation, and production quality using modern techniques aligned with competitive standards.

In 2025, the program empowered 424 artisans, enhancing productivity, skills, and participation in the labor market. Apprenticeship programs in specialized crafts—such as the Hassawi Bisht and Traditional Najdi Doors—aimed to train and qualify 30 artisans, following a structured, level-based training approach to ensure mastery and long-term skill development.

The program also created new marketing opportunities for handmade products, benefiting 237 entrepreneurs through initiatives that support visibility and access to markets.

Social investment

The Ahalina Social Investment Program, implemented in partnership with the King Khalid Foundation, empowers non-profit organizations to design and manage sustainable development projects aligned with Vision 2030. The program enhances institutional capacity through training, workshops, and consultations, supporting economic empowerment and sustainable service delivery. In 2025, 14 development projects were funded, benefiting 600 citizens, while capacity-building support enhanced the capabilities of 225 benefices and 136 non-profit organizations involved in delivering government services across multiple sectors.

Housing Program

In strategic partnership with the Ministry of Municipalities and Housing, SNB continues to advance its Developmental Housing Program, strengthening public-private collaboration to provide suitable housing for low-income Saudi families.

SNB is the first private-sector bank to adopt this large-scale charitable initiative, which represents the largest developmental housing program of its kind. Since its launch in 2017, the program has delivered 1,147 housing units to families most in need.

In 2025, under the patronage of His Excellency the Minister of Municipalities and Housing and in conjunction with Arab Housing Day, the first batch of the program's third phase was delivered, which included 233 new housing units to beneficiary families.



Environmental initiatives

In alignment with Vision 2030 and national sustainability objectives, SNB expanded its environmental initiatives in 2025, delivering measurable impact across community facilities and natural ecosystems.

Green Mosques Program: Launched in 2022 in partnership with the Vegetation Cover Development Foundation "Murooj", the program expanded to 130 mosques nationwide following environmental upgrades in 30 additional mosques in 2025. The initiative integrates greywater recycling systems, enabling the reuse of ablution water for irrigation and reducing overall water consumption.

Mangrove Project: In partnership with the Vegetation Cover Development Foundation "Murooj", SNB planted 200,000 mangrove seedlings in 2025—100,000 in Rabigh and 100,000 in Jubail. Since 2022, the project has planted 800,000 mangrove seedlings, supporting biodiversity, coastal resilience, and carbon absorption.

Recycling Initiative: Launched in 2025 in collaboration with Saudi Investment Recycling Company (SIRC), SNB deployed 17 RVMs across its headquarters, regional buildings, and several of its branches across the Kingdom, to support the collection and recycling of plastic bottles and aluminum cans, reinforcing its commitment to resource efficiency and responsible waste management across its facilities.

Community sponsorships and donations

SNB reinforces its commitment to social responsibility through targeted financial contributions to national social impact initiatives. In 2025, the Bank provided:

ﷲ 15 million
in support of the Ehsan Platform

ﷲ 3.3 million
in support of the The Martyrs, Injured, Prisoners, and Missing Persons Fund

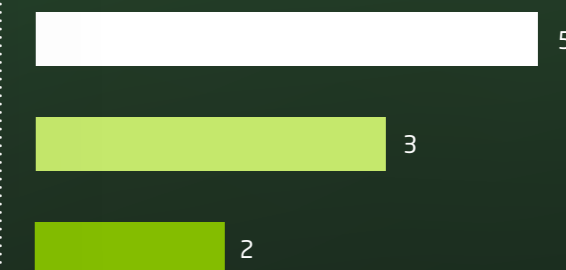
Amount of community investment* (ﷲ)

● 2023 ● 2024 ● 2025



Number of projects sponsored*** (Number)

● 2023 ● 2024 ● 2025



*This amount covers both: all CR Programs Budget + Community Sponsorship & Donations Budget

** The variance in budget changes stated above is attributed to the fluctuating Community Sponsorship and donation requests received by the bank annually

*** Refers to the number of Community Sponsorship & donation requests only

ﷲ 18.35 million

Total investment in community care initiatives and donations

Authentic Leadership and Transparency

SNB continues to build its leadership on a foundation of trust, responsibility, and integrity. As a national champion in the Kingdom’s financial ecosystem, SNB recognizes that long-term value creation depends not only on delivering strong performance, but doing so through transparent governance, ethical conduct, and responsible business practices.

Through disciplined oversight, risk management excellence, and a culture grounded in accountability, SNB ensures that decisions made today support a resilient and sustainable tomorrow. The Bank prioritizes data privacy, cybersecurity, and operational continuity, while driving innovation and digital transformation that enhance customer experience and strengthen market competitiveness.

SNB also extends its commitment beyond internal operations, advancing responsible procurement, supplier due diligence, and ethical engagement across its value chain. With strong governance systems guiding every layer of our operations, SNB is steadfast in its mission to operate with integrity, safeguard stakeholders’ trust, and contribute to the Kingdom’s sustainable economic advancement.

Material Issues Covered

- Transparent governance and ethical conduct
- Innovation and digital transformation
- Data privacy and security
- Customer relationships
- Responsible supply chain

Saudi Vision 2030 Areas

- Ambitious Nation
- Vibrant Society

Sustainable Development Goals



Transparent governance & ethical conduct

Authentic leadership, integrity, and transparency remain central to SNB's governance and sustainability approach. In 2025, the Bank continued to strengthen its oversight structures, compliance systems, and ethical conduct framework to maintain stakeholder trust and ensure alignment with national regulations and leading international standards. By combining clear governance processes, robust internal audit functions, and structured escalation mechanisms, SNB reinforces accountability and responsible decision-making across all operations.

Board of Directors

SNB's governance structure is designed to provide strong strategic oversight and ensure accountability at all levels of the organization. It comprises the General Assembly, Board of Directors, Board Committees (Executive, Audit, Risk, Nomination & Remuneration, and Shariah Committees), and Executive Management.

In 2025, the Board consists of 11 members, including 4 independent members, 2 female members, and 1 executive member, all elected by the General Assembly in accordance with the Bank's bylaws. Board members serve a three-year term, with selection criteria and procedures formally outlined in the Board Nomination Policy, Criteria and Procedures, approved by the General Assembly. The Board's performance, including oversight of economic, environmental, and social matters, is evaluated annually, either internally or by an external party, to ensure continued effectiveness and alignment with SNB's sustainability objectives.

Critical concerns are communicated to the Board through structured channels: the General Assembly receives reports from the Board, Audit Committee, and external auditors, while management escalates significant issues via Board Committees for discussion and resolution. The Board, guided by its committees, also develops charters, approves policies, and oversees senior executive compensation aligned with the Bank's strategic goals.

Board of Directors Composition and Diversity	Unit	2023	2024	2025
Total number of board members	Number	11	11	11
Total number of independent members	Number	4	4	4
Total number of non-independent members	Number	7	7	7
Total number of executive members	Number	0	1	1
Total number of non-executive members*	Number	11	10	10
Total number of executive members	Number	0	1	1
Total board seats occupied by women	Number	1	2	2
Total board seats occupied by men	Number	10	9	9

*The total number of non-executive members includes the independent members.

For more information regarding Board of Director and Board level Committees, please refer to the 2025 Annual Report.

Responsible business conduct

SNB's commitment to responsible business conduct is embedded across all operations through clear policies, structured oversight, and proactive stakeholder engagement. In 2025, the Policies and Procedures Department, together with the Policies and Procedures Review Forum (PPRF) – comprising Legal, Risk Management, Sharia Compliance, and Compliance representatives – continued to oversee the implementation and monitoring of ethical standards.

Policy owners are accountable for raising awareness and ensuring the effective adoption of policies across their respective areas. Senior management provides ongoing guidance and oversight, ensuring that ethical commitments are integrated into decision-making, business operations, and relationships with clients, suppliers, and other stakeholders. This approach strengthens SNB's culture of integrity and accountability while reinforcing compliance with both national regulations and international best practices.

Conflict of Interest

SNB maintains a strict framework to prevent conflicts of interest across its Board members and employees. In 2025, all employees continued to adhere to guidelines designed to avoid actual or potential conflicts, including restrictions on external activities that could compromise their roles, which require prior approval from Human Resources. Employees are also expected to act impartially when engaging with vendors and service providers, ensuring fairness and transparency in all business dealings.



*2023 figure has been restated for consistency and comparability.

Any potential conflicts are promptly reported to the Group Chief Compliance Officer for review and resolution, ensuring that decisions remain impartial and aligned with the Bank's ethical standards. The Board of Directors oversees the application of these measures, reinforcing accountability and ethical conduct at every level of the organization.

Compliance

In 2025, SNB continued to strengthen its compliance governance, enhancing regulatory alignment and supporting the Bank's overall risk management framework. Employees across all business units are required to understand and comply with applicable laws, regulations, and internal policies. Compliance awareness is reinforced through mandatory training programs, targeted advisory sessions, and access to an internal library of rules, guidelines, and regulatory updates.

A key achievement in 2025 was the enhancement of SNB's policies and procedures management system, which improved coordination between departments, streamlined development and approval processes, and strengthened the quality and documentation of compliance standards. This contributed to the Bank's efforts in reducing ESG Risk Exposure by 25%, highlighting the Compliance function's role in improving transparency and governance practices.

In the year ahead, SNB will continue advancing fraud intelligence, cyber-risk controls, and workforce capability, while further embedding anti-corruption considerations across operations, procurement, and third-party oversight structures, ensuring the Bank maintains customer trust and protects stakeholders from misconduct risk.



Zero

non-monetary sanctions for three consecutive years

	Unit	2023	2024	2025
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100%	100%	100%
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to	Percentage	100%	100%	100%
Percentage of governance body members that have received training on anti-corruption	Percentage	100%	100%	100%

SNB continues to address ongoing challenges, including keeping up with frequent regulatory changes, ensuring timely responses from business units, and strengthening a culture of compliance across all teams. Looking ahead, the Bank plans to introduce AI-driven compliance enhancements, Robotic Process Automation (RPA) for routine compliance tasks, and upgraded dashboards, further strengthening the efficiency and oversight of internal compliance processes in 2026.



100%
of governance body members have received training on anti-corruption

Spotlight

Strengthening and Modernizing Customer Onboarding

SNB has launched a strategic initiative to strengthen and modernize its customer onboarding process in line with evolving regulatory expectations and industry best practices. While the existing framework included Know Your Customer (KYC) procedures and validation mechanisms, a recent Technology Compliance Assessment identified observations that could affect the Bank's regulatory posture. In response, Compliance, in collaboration with Technology and Business teams, initiated cross-functional enhancement projects to improve the accuracy, integrity, and reliability of customer information captured during onboarding. The program focuses on strengthening system controls, enhancing data validation, and ensuring alignment with KYC, Anti-Money Laundering (AML), and data governance requirements. To date, approximately 70% of the enhancement projects have been implemented, supported by a unified governance structure and a structured methodology covering analysis, system upgrades, and rigorous testing. Through this initiative, SNB is reinforcing data reliability and advancing toward a more integrated, technology-enabled onboarding experience.

Anti-money laundering

SNB remains committed to supporting both national and international efforts to combat money laundering and terrorist financing. The Bank's Board-approved AML/CTF Policy is fully aligned with Saudi Arabian laws, SAMA regulations, the Anti-Money Laundering Law, and international standards, including FATF recommendations and Basel Committee guidance. The policy applies to all operations, including overseas branches and subsidiaries, ensuring compliance with stricter local regulations where applicable.

In 2025, the AML/CTF function maintained 100% coverage of business units for risk assessment and continued to screen all transactions using SymphonyAI systems for transaction monitoring and sanctions compliance. The Bank applies detailed customer profiling, monitoring thresholds,

and investigative procedures to detect suspicious activity, supported by a sanctions screening system to ensure adherence to both local and international requirements.

All SNB employees, including frontline staff, senior management, and high-risk units such as payment operations and KYC teams, received mandatory AML/CTF training in 2025. Training covers regulatory obligations, internal policies, ongoing monitoring, reporting responsibilities, sanctions compliance, and emerging financial-crime risks. Completion is formally tracked to ensure full coverage across all relevant departments and overseas branches.

Percentage of business units analyzed for risks related to money laundering and terrorism financing



Percentage of transactions screened for money laundering



Internal Audit

SNB’s Internal Audit Group (IAG) serves as the Bank’s independent third line of defense, governed by a suite of documents – Internal Audit Policy, Charter, Manual, and Communication Protocol – all fully updated and approved in 2025. The function operates in alignment with the IIA’s International Professional Practices Framework (IPPF), including the Global Internal Audit Standards and Topical Requirements, and complies with all regulatory mandates issued by SAMA, the Capital Market Authority, and other relevant authorities.

In 2025, Internal Audit achieved strong progress toward its audit plan, and key priorities are addressed in a timely manner with milestones achieved and value-added insights delivered to management through audit and advisory engagements. The Group advanced several strategic priorities including expansion of data analytics for continuous auditing, early exploration of artificial intelligence in audit work, and full delivery of internal training programs that supports the Bank and IAG goals and objectives.

Internal Audit maintains functional reporting to the Board Audit Committee and administrative reporting to the Group CEO, with quality assurance delivered independently through the Audit Excellence Division. Compliance with standards is assessed annually, supported by periodic external reviews at least once every five years. The IAG reported no incidents of non-compliance with laws, and no litigation or anti-competitive actions in 2025.

ESG topics continue to be integrated across the Bank’s audit universe. An ESG review was conducted in 2025, covering themes such as business continuity, control self-assessments, staffing practices, and key risk indicators. Once national adoption is confirmed, IFRS 1 and IFRS 2 will be incorporated into future audit engagements. Looking ahead, Internal Audit is prioritizing talent retention, certification uptake, faster cycle times, and wider use of automated testing to continue strengthening governance oversight and assurance.

Spotlight

Introducing Artificial Intelligence

In 2025, Internal Audit commenced a strategic exploration of Artificial Intelligence (AI) applications to enhance assurance delivery and build future-ready audit capabilities. The initiative forms part of the Bank’s digital transformation and supports the long-term sustainability and relevance of the Internal Audit function.

Throughout 2025, IAG focused on understanding AI use cases and identifying opportunities to apply advanced technologies across the audit lifecycle, including data analysis, risk detection, and continuous monitoring. Expected benefits include improved audit speed, broader coverage, and deeper insights. Key early lessons emphasized the need to safeguard data privacy and security throughout system development and application. Building on the foundation laid in 2025, Internal Audit will explore pilots and implementation pathways in 2026.

Spotlight

Redesigning the Audit Universe

Internal Audit introduced a redesign of the Bank’s audit universe to improve the efficiency and clarity of its annual risk assessment and planning process.

Implemented between October and December 2025, the initiative resulted in a significantly more efficient preparation of the 2026 risk-based audit plan. The revised structure simplified the audit universe, enabled a more focused and meaningful risk assessment, and made outputs easier for leadership and stakeholders to understand. The shift has been widely regarded as a positive step that strengthened Internal Audit’s ability to adapt its approach as the Bank evolves.

Anti-bribery and corruption and whistleblowing

SNB remains firmly committed to maintaining a culture of integrity and preventing all forms of bribery and corruption. The Bank’s efforts are anchored in the Anti-Bribery and Corruption (ABC) Policy, which defines responsibilities, behavioral expectations, escalation protocols, and red-flag indicators for all employees. This framework is supported by regular awareness campaigns, dedicated internal guidance, and mandatory e-learning programs, ensuring all employees understand how to identify, prevent, and escalate misconduct.

SNB’s anti-bribery and corruption risk management framework follows both local and international standards. The ABC function operates in alignment with Saudi law– including the Saudi Anti-Bribery Law (1992) and SAMA’s 2019 Code of Conduct and Work Ethics in Financial Institutions – and integrates provisions from global frameworks such as the US Foreign Corrupt Practices Act, UK Bribery Act, Wolfsberg Anti-Corruption and Bribery Guidance, the National Strategy for Integrity and Anti-Corruption, and the UN Convention Against Corruption. A dedicated team within the ABC and Whistleblowing Department actively identifies and assesses misconduct risks and issues non-compliance findings when gaps are detected.

The Bank’s system of internal controls embeds anti-corruption safeguards into policies and procedures across the organization. Awareness efforts are complemented by 24/7 confidential reporting channels through the Whistleblowing Policy, enabling employees to report concerns without fear of retaliation. In 2025, awareness messaging and policy communication continued to be

regularly conducted, and mandatory certification coverage remained high across the workforce and governance bodies.

SNB maintains a robust Whistleblowing Policy to provide secure and confidential reporting channels. Employees can report suspected violations of policy, fraud, or unethical behavior via a dedicated hotline, email (whistleblowing@alahli.com), postal address, or online form. All reports are securely logged, reviewed in line with the policy, and investigated without fear of retaliation. Compliance reporting is periodic and transparent, with summaries of compliance status and any non-compliance shared with relevant business heads, the GCEO, and the Audit Committee.

Fraud prevention

SNB’s fraud prevention program demonstrated strong results in 2025. Total prevented fraud increased to 83.66 million, more than doubling year-on-year, reflecting strengthened controls, increased digital security, enhanced customer education, and ongoing investment in fraud detection tools and analytics. Key initiatives included the adoption of FIS Memento, a centralized fraud management system enhancing detection and prevention across all operations, alongside comprehensive training programs that equipped staff to identify and respond to emerging threats. Partnerships with merchants, peers, and law enforcement further strengthened the Bank’s fraud risk defenses, ensuring immediate impact and sustainable capabilities in fraud prevention. Despite significant progress, financial crime remains an evolving risk, particularly in digital environments. The Bank continues to strengthen fraud risk defenses and cyber protections in line with emerging threat patterns.

	Unit	2023	2024	2025
Total value of account holder transactions refunded to account holders due to fraud	ﷲ	1,650,567.64	1,093,419.32	2,424,621
Card-related fraud losses from card-not-present fraud	ﷲ	9,621,443	38,335,522	18,814,836.97
Card-related fraud losses from card-present and other fraud	ﷲ	2,456,919.56	1,040,261	54,422.48
Percentage of activity from card-not-present fraud	Percentage	100%	100%	100%

The figures stated are related to online transactions (“E-Com”) and are not supported by 3D secure technology. This means that cardholders did not receive a One-Time Password (OTP) against these transactions. Moreover, the figures exclude transactions performed through mobile-payment providers.

Risk management

SNB's Risk Group oversees a comprehensive framework for identifying, monitoring, and mitigating risks inherent to its banking activities. The framework, set out in the Bank's Risk Governance Policy, defines risk categories, tolerance levels, roles, responsibilities, and management methods. It promotes a proactive culture of risk awareness and compliance across all business units and is continuously refined to align with Saudi Central Bank (SAMA) guidelines, Basel Committee principles, and internal strategic objectives. The Risk Group collaborates closely with Internal Audit and other departments to ensure risks are identified early, monitored effectively, and mitigated within acceptable thresholds, supporting the Bank's resilience and long-term performance.

In 2025, SNB's risk management focus spanned strategic, concentration, and reputational risks. Strategic risk encompasses the impact on earnings or capital from adverse business decisions, poor implementation, or lack of responsiveness to market changes. The Bank addresses strategic risk by translating its business and strategic plans into measurable performance targets, ensuring resources are allocated effectively, and balancing risk and reward within approved guidelines. Talent management remains a key pillar to support sustainable business performance. Concentration risk is mitigated through diversified portfolios, customer and sector limits, and continuous monitoring. Corrective actions are communicated to relevant authorities to ensure accountability and timely

Spotlight

ICAAP Stress Test Integration

In 2025, stress test results directly influenced capital allocation decisions for high-risk business lines and informed updates to the Bank's risk appetite statement. By simulating adverse market, liquidity, and operational scenarios, the Bank was able to proactively adjust capital buffers, ensuring financial stability and resilience in changing market conditions.

enforcement. Reputational risk – difficult to quantify but potentially impactful across multiple operational areas – is managed through codes of conduct, crisis and business continuity plans, independent audits, and proactive staff guidance, safeguarding SNB's standing with customers, regulators, and stakeholders.

The Bank integrates the results of mandatory and voluntary stress tests into capital adequacy planning, risk appetite, and long-term strategic decisions via the ICAAP process. Stress testing outcomes inform management and Board discussions, supporting decisions on capital resilience, risk tolerance, and strategic investment priorities under adverse scenarios. SNB continues to leverage advanced tools and early warning systems to monitor portfolios, promptly addressing potential breaches and operational risks. In line with its ESG ambitions, the Bank also integrates climate- and sustainability-related considerations into its risk framework, ensuring financial and operational resilience in the face of evolving market and environmental challenges.

Operational and IT risks further continue to be a focus for SNB, particularly in light of rapid digital transformation. The Bank implements advanced tools to monitor and mitigate operational risks, streamline workflows, and reduce reliance on manual processes. In parallel, IT security measures are continuously updated to respond to evolving cyber threats, safeguarding both customer data and the Bank's operational integrity. The Bank also incorporates technology-driven risk monitoring, including automated alerts, analytics-based assessments, and continuous auditing capabilities, ensuring early detection and mitigation of emerging risks.

Shariah governance and principles

SNB's Islamic banking operations are governed by a robust Shariah Governance Framework. The Shariah Committee provides oversight for all Islamic products, transactions, contracts, and related documentation, approving shariah rules, evaluating compliance, and reviewing audit findings. In 2025, key initiatives included tagging Islamic and conventional products for accurate reporting, enabling separate financial statements (balance sheet, P&L, and cash flow), and continuing the development of a comprehensive Islamic product repository.

Islamic financing structures – Murabaha, Tawarruq, and Ijara – are designed to mitigate market, credit, and operational risks while ensuring Shariah compliance. For example, in Tawarruq transactions, market risk is managed through pre-agreed pricing arrangements with brokers, and in Ijara contracts, asset specifications are clearly defined to eliminate ambiguity. All Islamic investments are screened

rigorously using industry, business activity, and financial ratios criteria, ensuring that prohibited sectors such as conventional banking, alcohol, tobacco, gambling, and non-compliant income sources are excluded. External consultants are engaged periodically to validate compliance with these standards.

Spotlight

All SNB Capital Public Funds Are Shariah-Compliant

SNB Capital offers a wide range of Shariah-compliant public funds that have been converted to adhere to Islamic investment principles and are overseen by a specialized Shariah Committee. This positions SNB Capital as one of the most prominent Shariah-compliant asset managers in the Kingdom. For example, the continuous offering of endowment funds has contributed to SNB Capital's waqf assets under management (AUMs) reaching a total value of SAR 1,290,905,272 as of December 31, 2025.

Sharia Committee Members (Number)

● 2023 ● 2024 ● 2025



Spotlight

Shariah Risk Control and Compliance

In 2025, the Tawarruq platform underwent further refinement to address historical profit avoidance risks. The Shariah Division also automated key compliance processes, improving transparency, reducing operational risk, and ensuring alignment with SAMA requirements. These steps strengthened governance and reinforced the Bank's ability to manage Shariah-specific financial and operational risks effectively.

Sustainability-related risk management

As part of our commitment to sustainable banking and alignment with Saudi Vision 2030, SNB integrates ESG considerations into its governance and risk framework. SNB integrates ESG considerations into its governance and risk management framework. Climate- and sustainability-related risks are embedded within the Bank's risk appetite, capital planning, and operational procedures. Climate risk is managed as a transversal risk within the overall risk management framework and integrated into existing internal controls. These controls are considered adequate at this stage, with additional climate-specific measures to be introduced if such risks become material.

The Risk Group works closely with specialized ESG teams to develop multi-year implementation plans, assess gaps in climate risk management, and build internal capabilities through targeted upskilling on sustainability-related risk considerations. Collectively, these efforts support the Bank's objective of resilient, responsible, and forward-looking financial operations.

Innovation and digital transformation

In 2025, SNB further strengthened its position as a digital banking leader by expanding digitalization across retail, SME, and corporate channels. The Bank advanced migration to enhanced electronic channels, increased automation, and promoted the adoption of digital onboarding, cash-management features, and Open Banking solutions. These initiatives improved operational efficiency, enhanced customer experience, and contributed to sustainability

by optimizing processes, reducing paper dependency, and supporting responsible operational management.

Digital adoption continued to accelerate, with 80% of new retail clients opening accounts entirely digitally and 78% of financing product sales conducted through digital channels. Additionally, migration of financial transactions reached 99%, while non-financial transactions reached 78%. Innovations such as Family Banking accounts for children under 15, Open Banking enhancements, and advanced e-KYC processes further reinforced accessibility, financial inclusion, early financial awareness, and superior user experience.



Spotlight

Enhancing Digital Journey to Boost Personal Finance and Credit Card Sales

To address drop-offs in the personal finance and credit card digital journeys, SNB leveraged customer behavior data to identify where potential clients abandoned applications. In 2025, targeted engagement through SMS reminders and push notifications encouraged completion, resulting in higher conversion rates, increased application completions, and stronger engagement across digital touchpoints. By focusing on the specific points where customers disengaged, the initiative turned previously lost opportunities into measurable sales growth.

Spotlight

Revamping Digital Account Opening: Enhancing Access, Experience, and Conversion

SNB revamped its digital account opening journey to enhance customer experience and expand access to financial services. The initiative simplified onboarding by introducing new digital services and improving existing functionalities, supporting broader customer segments, including minors and previously inactive users.

Key enhancements included digital account opening for minors, reopening inactive accounts, and preferred branch selection. The redesigned journey delivers a faster, mobile-first experience with clearer guidance and alignment with the Bank's refreshed branding and website.

Delivered through a cross-functional effort involving digital product, UX, IT, and compliance teams, the revamp transformed account opening into a seamless, user-friendly experience, supporting financial inclusion, operational efficiency, and digital innovation.



Spotlight

Turnaround time optimization across key banking products

In 2025, SNB implemented a Turnaround Time (TAT) Optimization initiative across three core banking products – Credit Approval Management (CAM), Revolving Facilities (RF), and Lease Finance (LF). The initiative aimed to streamline workflows, reduce processing delays, and enhance customer experience through process re-engineering and automation. In addition to improving operational efficiency, the initiative supported sustainability objectives by reducing manual, resource-intensive processes and enabling more efficient service delivery.

The initiative was delivered through redesigned end-to-end processes supported by digital platforms and emerging technologies. As a result, CAM turnaround time YoY improved by 67.61%, RF YoY improved by 35.30%, and LF YoY improved by 38.46% – exceeding internal targets across all products. These improvements enhanced operational resilience, strengthened governance, and delivered faster, lower-impact customer journeys. Key lessons included the importance of aligning technology deployment with process redesign to achieve sustainable performance improvements.

For corporate and SME clients, digital transformation focused on improving operational efficiency, transparency, and access to financing. Digital solutions enabled clients to request finance drawdowns, submit payroll, and access POS-based financing entirely through e-channels. These initiatives reduced turnaround times, eliminated paper-based workflows, and simplified access to essential financial services. By automating key processes and enhancing workflow digitization, SNB strengthened risk management operational control, and overall service delivery.

Looking ahead, SNB's digital strategy for 2026 will continue to build on these foundations by enriching retail customer experiences, expanding SME digital capabilities, and leveraging Open Banking to introduce new revenue streams. The Bank remains focused on providing accessible, efficient, and innovative digital solutions that meet evolving customer needs while embedding technology-driven sustainability and operational excellence across all segments.

Spotlight

E-Finance Facility Withdrawal for Corporate Clients

In 2025, SNB introduced a fully digital process for corporate clients to request finance drawdowns. The solution featured automated validation and workflow routing, significantly reducing turnaround time, improving transparency, and eliminating paper-based submissions. This initiative enhanced client experience while aligning with the Bank's strategic goal of efficient, sustainable, and fully digital corporate services.



Data protection and security

SNB continues to place the highest priority on safeguarding customer and stakeholder information across all parts of the Bank. The Information Security Management Division oversees the end-to-end protection of data, ensuring confidentiality, integrity, and availability of information assets. This work is underpinned by strict policies, established operational controls, and continuous monitoring designed to prevent unauthorized access, disclosure, modification, or misuse of sensitive information.

Protecting data at scale

As part of its core banking activities, SNB creates, receives, processes, and stores vast volumes of data in multiple formats – including personal, financial, operational, strategic, and infrastructure information. All data is managed in accordance with Saudi regulatory requirements and global best practices, reinforcing the Bank's position as one of the most trusted financial institutions in the Kingdom for responsible data use and protection. The Bank's Information Security Division plays a central role in implementing security controls and ensuring compliance across business lines.

Advancing information security capabilities

In 2025, SNB obtained the ISO 27001 certification for information security management. This effort is supported by the implementation of an organization-wide Information Security Program, designed to embed structured and consistent security practices throughout the Bank. Relevant employees received mandatory annual training on information security basics and secure data handling, and awareness sessions were delivered to both staff and customers to strengthen understanding of information security and data protection principles.

Risk identification and cyber protection

SNB's risk management methodology remains aligned with leading frameworks and regulatory expectations, including those set by SAMA. The Bank actively monitors the evolving threat landscape across the financial sector and takes proactive corrective action where risk exposure is identified. Information security assessments are conducted on a regular basis, evaluating the strength of IT infrastructure, identifying vulnerabilities, and assessing compliance with regulatory expectations. Recommendations from these assessments are used to enhance defenses, strengthen incident response capabilities, and safeguard information assets against emerging cyber threats.

Maintaining resilience and trust

Over the past five years, SNB has maintained a strong record of zero security breaches, reflecting the Bank's robust governance and proactive approach to securing information. In 2025, this performance was sustained through the continued application of SNB's Information Security Management Policy, which ensures a rapid, structured, and fully compliant response should an incident occur. The Bank remains focused on strengthening its cyber maturity by continuously enhancing security controls, monitoring emerging threats, and investing in advanced technologies, skilled personnel, and resilient processes to safeguard information assets and preserve customer trust.

Customer relations

SNB's approach to customer relationships is centred on delivering clear, reliable, and responsive service across all channels. Throughout 2025, the Bank continued to enhance the customer experience by strengthening service processes, improving accessibility, and ensuring that

interactions reflect professionalism and fairness. As SNB's customer base grew by 4.57% this year, we aim to maintain high standards of service quality across digital platforms, contact centres, and physical branches.

SNB serves a diverse customer base across retail, corporate, and institutional segments, reflecting the scale and breadth of its operations.

	Unit	2023	2024	2025
Number of corporate and institutional banking customers*	Number	8,723	11,241	11,673
Total number of retail banking customers	Number	8,164,556	8,503,851	8,850,235
Total value of corporate and institutional portfolio	€ Billion	237	259	310
Total value of retail banking portfolio	€ Billion	263.31	264.76	264.34

*Corporate Banking Group client base

SNB is committed to strengthening leadership in Customer Care management by applying international best practices and standards, including ISO 10002:2018 (Customer Complaint Management) and ISO 10004:2018 (Customer Satisfaction Measurement). This reflects the Bank's dedication to transparency, continuous improvement, and enhancement of service quality. These frameworks support a consistent and structured approach to managing customer feedback and service-related concerns. Customers are able to submit inquiries or report issues through secure digital and physical channels, supporting timely resolution, effective follow-up, and transparency throughout the process.

During 2025, more than 850K customer complaints and inquiry cases were received as part of the daily operations (BAU). With an integrated complaints management process was applied, covering receiving, classification, analysis, processing, and closure, while ensuring governance and regulatory compliance. The Bank recorded an average complaint and claims handling time of 5.8 days, reflecting operational efficiency, responsiveness to customers, and the Bank's capability to manage increasing operations effectively.

Continuous improvement initiatives

Application of Root Cause Analysis (RCA) methodology to address recurring complaints.

Raising operational efficiency and reducing response time through process review.

Improvement of service quality in alignment with regulatory principles and requirements.

Utilization of complaint data analytics to enhance products and services.

The Bank places Customer Care at the center of its priorities through a proactive and continuous improvement approach, supporting the sustainability of performance and maintaining customer trust and satisfaction.

Customer communication channels

SNB engages with customers through multiple communication channels to keep them informed and supported, including:

Mobile and online banking



Social Media



SMS notifications



In-branch guidance



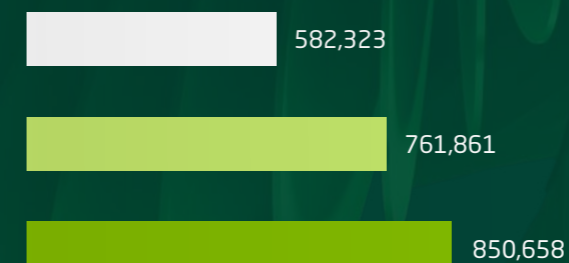
Traditional and digital ads



These communication touchpoints are supported by dedicated customer service and fulfilment teams who provide assistance on products, transactions, and service requests.

Number of complaints received (Number)

● 2023 ● 2024 ● 2025



Average response rate for client complaints (Number)

● 2023 ● 2024 ● 2025



Customer experience and feedback

In 2025, SNB began developing a centralized Customer Experience (CX) framework to support responsible, transparent, and consistent customer engagement across the Bank. The CX Department operates through three core functions—Research & Insights, Experience Design, and UX/UI—to identify customer expectations, experience gaps, and improvement opportunities using surveys, Voice of Customer (VoC) analytics, focus groups, and interviews.

The CX function provides governance, insights, and recommendations, while implementation remains with business owners, ensuring accountability and effective execution across the organization. To enhance engagement and feedback, SNB implemented Voice of Customer programs across key journeys, regular tracking of Net Promoter Score (NPS), and Customer Satisfaction (CSAT), as well as customer focus groups, interviews, usability sessions, and journey mapping to identify pain points and improvement opportunities.

Spotlight

Customer Experience Governance and Journey Improvement

To address fragmented ownership and strengthen accountability, SNB introduced a unified Customer Experience governance model across the organization. The initiative standardizes CX methodologies and ensures customer feedback consistently informs improvement decisions, with a clear focus on operational excellence and overall customer experience.

Implementation began in early 2025 with the introduction of structured reporting routines, KPI frameworks, and escalation mechanisms for customer feedback. As a result, Relationship Net Promoter Score (NPS) improved from 66 to 71, while complaint resolution performance increased significantly, with 51% of complaints resolved within 48 hours (up from 4%). Next steps include redesigning priority customer journeys, validating improvements through CX lab testing, and embedding continuous journey governance.

Spotlight

Customer Engagement and Feedback

At Itqan, customer satisfaction is central to day-to-day call centre operations. The subsidiary focuses on understanding customer needs, delivering high-quality service, and continuously improving performance based on customer feedback.

During the reporting year, Itqan strengthened customer engagement through regular monitoring of customer interactions, post-call satisfaction surveys, enhancing on call resolution, and performance tracking indicators such as repeat calls and call duration to assess service efficiency. Customer complaints are addressed through corrective actions, including targeted staff training, supporting consistent service quality and continuous improvement.

Personalized customer value

At SNB, building long-term relationships with customers is grounded in delivering meaningful and personalized experiences that enhance financial wellbeing. The LAK Rewards program was developed with this objective, offering tangible benefits that respond to the diverse needs and preferences of SNB's customer base.

As the first loyalty program in the Kingdom to provide a broad range of redemption options, LAK enables customers to choose how they realize value, including cashback transfers, e-vouchers, travel bookings, and other options. The program's design is informed by in-depth customer research, which highlighted flexibility, recognition, and value as key drivers of engagement. [Learn more here.](#)

LAK Loyalty Program



Event: Asian Banking and Finance Retail & Banking Awards 2025

Awarded for enhancing customer engagement through a flexible, personalized loyalty program offering diverse redemption options, setting a new standard for loyalty management in the Kingdom.

Spotlight

VoC Measurement System Expansion

This initiative aimed to establish a structured and scalable Voice of Customer program, shifting from reactive feedback handling to systematic experience measurement. The focus was on improving transparency around customer sentiment and strengthening prioritization of experience improvements.

In 2025, foundational VoC programs were launched, including NPS, CSAT, CES, focus groups, interviews, and usability testing. Insights were shared with senior leadership to support informed decision-making and strengthen experience accountability. Next steps include automating digital feedback channels, expanding measurement across all customer touchpoints, and launching a unified CX dashboard with a refreshed KPI model to support real-time decision-making.



Responsible supply chain

SNB applies responsible procurement and supply chain practices to support the local economy and uphold high ethical standards. Guided by the Bank's Procurement Policy, suppliers undergo a structured pre-qualification process to confirm compliance with SNB's business ethics and operational requirements. This process includes screening vendors against relevant databases to identify

potential risks – such as illegal activity or sanctions – and ensuring that all approved suppliers review and sign SNB's Supplier Code of Conduct before engagement. In 2025, SNB continued to enhance its responsible supply chain performance, increasing local procurement spend to 95.73%, compared to 91.91% in 2024.



95.73%

spending on local suppliers in 2025

	Unit	2023	2024	2025
Total procurement spending	ﷲ million	11,176	9,199	12,373
Total procurement spending on local suppliers	ﷲ million	10,445	8,455	11,845
Percentage of procurement spending on local suppliers	Percentage	93.45%	91.91%	95.73%
Total number of suppliers	Number	676	803	840
Total number of local suppliers	Number	425	365	660
Percentage of local suppliers	Percentage	62.87%	45.46%	78.57%



Appendices

Appendix 1: Double materiality process and material topics

A double materiality assessment is used to identify an organization’s most significant sustainability topics by assessing them through two complementary perspectives. This approach supports a focused, transparent, and decision-useful prioritization of environmental, social, and governance (ESG) matters.

Impact materiality (outward impact) evaluates how SNB’s activities across its own operations and value chain—including lending and investment portfolios, clients, and suppliers—may cause, contribute to, or be directly linked to actual or potential impacts on people and the environment, including human rights.

Financial materiality (inward impact) assesses how sustainability topics are reasonably likely to affect SNB’s business activities, financial performance, and enterprise value. This includes potential implications for revenues and costs, legal and regulatory exposure, reputation, access to funding, and capital requirements.

Together, these two lenses enable SNB to identify and prioritize sustainability topics that are most relevant to both its stakeholders and its long-term business strategy.

Stakeholder engagement

Stakeholder engagement was an integral component of SNB’s double materiality assessment process. Key internal stakeholder groups were engaged throughout the assessment to ensure that the prioritization of sustainability topics reflected diverse perspectives and evolving expectations.

Engagement activities included structured meetings, workshops, and targeted surveys designed to capture qualitative insights and quantitative input on ESG impacts, risks, and opportunities. Feedback gathered through these interactions informed topic identification, impact evaluation, and validation stages, supporting alignment between stakeholder priorities, business strategy, and sustainability objectives.

A high-level overview of our process:

Through the Ahalina Social Responsibility Programs, the Bank worked alongside non-profit organizations, productive families, and local partners to enable initiatives aligned with Vision 2030 and the national social development agenda.

Understand the organization’s context	Review expectations and best practices	Refine and update the list topics	Assess the significance of the impacts
by reviewing relevance of ESG to SNB’s sector and geography and existing corporate, ESG strategy and SNB’s existing material topics	including topics identified material by global rating agencies and standards for the sector, peers’ material topics and national ambitions.	refine and update the list of ESG material topics that are relevant to SNB	by engaging with stakeholders and prioritize the most significant ESG material topics for SNB

The key changes in the 2025 material topics list:

- Two new topics introduced: Nationalization and Local Talent Development; Risk Management
- Three topics elevated in priority: Climate Change and Emissions; Employee Health, Safety and Wellbeing; Innovation and Digital Transformation

Material topics definition:

The list of the 15 material topics:

Material topic	Definition
Climate Change & Emissions	Organizational responsibility to monitor and reduce GHG emissions across Scopes 1, 2, and 3, while managing climate-related risks through mitigation, adaptation, and resilience measures.
Environmental Management	The organization’s efforts to monitor, control, and reduce environmental impacts through efficient resource use, pollution prevention, and compliance with environmental regulations.
Talent attraction, retention and development	The organization’s ability to attract, develop, and retain skilled employees by fostering a supportive work environment, offering competitive benefits, and promoting career growth and engagement.
Financial Inclusion and empowerment	The organization’s efforts to expand access to financial products and services for underserved groups, promoting economic participation, financial literacy, and long-term empowerment.
Employee health, safety and wellbeing	The organization’s commitment to providing a safe, healthy, and supportive work environment that protects employees from harm and promotes their physical and mental wellbeing.
Customer relationships	The organization’s approach to building trust and long-term loyalty by delivering quality products and services, ensuring customer satisfaction, and responding effectively to feedback and needs.
Diversity, inclusion and equal opportunity	The organization’s commitment to fostering a diverse and inclusive workplace that provides equal opportunities for all employees regardless of gender, nationality, or background.
Community Engagement	The organization’s efforts to contribute to the social and economic development of local communities through active engagement, partnerships, and support for community initiatives and programs.
Nationalization and local talent development	The organization’s commitment to increasing the employment and advancement of national talent by investing in local capacity building, training, and career development opportunities.
Transparent Governance and ethical conduct	The organization’s commitment to upholding integrity, accountability, and transparency across its operations by promoting ethical behaviour and strong governance practices.
Sustainable Financial Solutions	The organization’s efforts to offer financial products and services that support environmental, social, and economic sustainability while promoting long-term value creation.

Material topics definition:
(continued)

Material topic	Definition
Data Privacy and Security	The organization’s responsibility to protect customer and stakeholder data through robust cybersecurity measures, privacy safeguards, and compliance with data protection regulations.
Innovation and digital transformation	The organization’s focus on leveraging technology and innovation to enhance efficiency, improve services, and drive sustainable business growth.
Responsible Supply Chain	The organization’s approach to managing suppliers ethically and sustainably, ensuring compliance with social, environmental, and governance standards across the value chain.
Risk Management	The organization’s processes for identifying, assessing, and mitigating financial, operational, environmental, and social risks to ensure business resilience and continuity.

Appendix 2: Stakeholder engagement map

We prioritize ongoing engagement with our stakeholders and foster open, transparent dialogue with the individuals and organizations essential to our mission. Our approach

leverages a range of engagement channels, including surveys, dedicated teams, and other communication mechanisms, to ensure consistent and meaningful interaction. Stakeholder feedback and perspectives are actively considered in our decision-making processes, and any concerns raised are addressed in a timely and respectful manner. The table below outlines the key modes of engagement for each stakeholder group.

Stakeholder Group	Modes of Engagement
Customers	<ul style="list-style-type: none"> Email Customer Service Department Call center ATMs Branches Social media Live chat
Employees	<ul style="list-style-type: none"> Trainings and SNB webinars Whistleblowing mechanism Awareness programs Employee engagement surveys
Society	<ul style="list-style-type: none"> Community development programs Employee volunteerism
Shareholders and investors	<ul style="list-style-type: none"> Website SNB Annual Report Annual General Meetings Financial results on a quarterly basis Investor presentations
Government and regulators	<ul style="list-style-type: none"> Annual General Assembly Meeting External audit Annual report
Suppliers	<ul style="list-style-type: none"> Meetings, calls, conferences, and workshops

Appendix 3: GHG emissions results and methodology

Operational GHG emissions

The GHG emissions organizational boundary for SNB includes 16 buildings in KSA, one building in Bahrain, 600 branches, and 2,114 ATMs, unless specified otherwise. Below is the detailed results and methodology of GHG emission types and categories applicable to SNB.

Scope	GHG emissions (tCO2e) in 2025	Type / Category	Activity Data	Calculation Methodology	Emission Factor
Scope 1	7,754	Stationary combustion	Actual fuel consumption data (litres) from diesel generators in buildings was available	Diesel consumption was multiplied by the relevant emission factor	UK Government GHG Conversion Factors (DEFRA)
	1.41	Mobile combustion	Distance travelled data (km) was available	Distance travelled by car was multiplied by the relevant emission factor	UK Government GHG Conversion Factors (DEFRA)
	220	Refrigerant gases & others	Change in inventory of refrigerant gases (kg) was available	Refrigerant quantities were multiplied by the relevant emission factor	UK Government GHG Conversion Factors (DEFRA)
Scope 2	41,707	Electricity consumption	Actual electricity meter readings (kWh) were available for 7 buildings in KSA and the Bahrain building. Consumption for 9 buildings, all 600 branches (small, medium and large), and 2,114 ATMs was estimated using historical averages	Electricity consumption across buildings, branches and ATMs was multiplied by the relevant emission factor	IEA 2024 licensed dataset

Scope	GHG emissions (tCO2e) in 2025	Type / Category	Activity Data	Calculation Methodology	Emission Factor
Scope 3	243,274	Category 1 & 2 - Purchased goods and services and Capital goods	Spend data for catalog and non-catalog purchases was available. Water purchase data (SAR) for 16 KSA buildings, 600 branches and 2,114 ATMs was estimated using historical averages. Actual water data for Bahrain was obtained from bills	Average spend-based method was applied. Purchasing categories were mapped to relevant NAICS codes to assign sectors. Spend amounts from catalog and non-catalog items were used. Estimated water data was used for including purchased water. Post mapping to corresponding NAICS code, the spent amounts were multiplied with relevant sector's emission factors to estimate emissions	US EPA Supply Chain GHG Emission Factors
	13,389	Category 3 - Fuel and energy related activities	Activity data was derived from Scope 1 and Scope 2 fuel and electricity consumption	Emissions were calculated covering upstream fuel production and electricity generation, including transmission and distribution losses	UK Government GHG Conversion Factors (DEFRA)

Scope	GHG emissions (tCO2e) in 2025	Type / Category	Activity Data	Calculation Methodology	Emission Factor
Scope 3	1,833	Category 5 - Waste generated in operations	Water purchase data (m ³) for 16 KSA buildings, branches and ATMs was estimated using historical averages. Actual Bahrain data was taken from bills. FTE waste generation was estimated using industry average daily waste generation per employee. Paper waste data was available for ERCB building	Water treated and waste generated were multiplied by the relevant emission factors	UK Government GHG Conversion Factors (DEFRA)
	1,299	Category 6 - Business travel	Air and land travel data including origin and destination, class (if applicable) was available. Distance travelled was estimated	Distance travelled was multiplied by the relevant emission factors for air and land travel	UK Government GHG Conversion Factors (DEFRA)
	7,168	Category 7 - Employee commute	Average daily commuting distance and transport modes were based on national averages for Riyadh	Emissions were calculated based on estimated commuting distances (km)	UK Government GHG Conversion Factors (DEFRA)

Financed GHG emissions

Financed emissions (scope 3 category 15: investments) were calculated in alignment with the Partnership for Carbon Accounting Financials (PCAF) Standard, using a combination of SNB portfolio data, sector information, and proxy assumptions where primary data was not available.

- Portfolio Data Inputs:** The primary financial metric used was the outstanding exposure for each line item. For mortgages, commercial real estate, and motor vehicle loans, the value at origination was also provided. This was paired with counterparty sector classifications to allocate exposures to relevant sectors of the asset classes.
- Asset Class Estimation Approach:** Where borrower-specific emissions data was not available, emissions were estimated using sector-based and physical proxies, consistent with PCAF guidance:
- Real estate exposures:** Estimated using proxy building characteristics, including indicative floor area and typical energy intensity assumptions aligned with sector benchmarks.
- Vehicle-related exposures:** Estimated based on assumed vehicle categories (e.g., average petrol vehicle) and representative fuel or energy consumption profiles.
- Industry emission factors:** Sector-level emission intensity factors were sourced from the US EEIO database for industries based on NAICS classification.
- Attribution of Emissions:** Financed emissions were calculated by applying an attribution factor based on SNB's share of financing relative to the total estimated enterprise or asset value, in line with PCAF requirements.
- Data Quality Assessment:** A PCAF data quality score was assigned to each asset class based on data granularity and reliability.
 - For sovereign debt, a Data Quality Score of 2 was achieved, as calculations relied on national greenhouse gas inventories that have not been externally verified.
 - For all other asset classes, a Data Quality Score of 5 was assigned, as the minimum level of data required by PCAF was available.
- Limitations:** The methodology relies on proxy data and sector averages for certain asset classes due to the absence of borrower-level emissions data. As data availability improves, the methodology can be refined to incorporate more granular, borrower-specific information.

SNB's 2025 Financed emissions breakdown for Top 10 sectors

SNB Sector	Financed Emissions (tCO2e)	Outstanding amount (USD Billion)	Financed Emissions Intensity (tCO2e/ thousand USD Exposure)	Data Quality Score
Government	63,785,524	50.89	1.25	2.00
Mortgages	20,567,543	50.15	0.41	5.00
Manufacturing	6,170,560	10.46	0.59	5.00
Public administration and defense; compulsory social security	6,170,560	4.08	0.59	5.00
Real estate activities	4,854,618	10.43	0.47	4.99
Wholesale and retail trade; repair of motor vehicles and motorcycles	1,822,994	8.40	0.22	5.00
Electricity, gas, steam and air conditioning supply	1,640,241	12.33	0.13	5.00
Mining and Quarrying	1,344,895	3.62	0.37	5.00
Financial and insurance activities	1,228,621	5.37	0.23	4.91
Commercial Real Estate	1,217,049	7.81	0.16	5.00

Appendix 4: GRI content index table

Statement of use	Saudi National Bank has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

/GRI STANDARD OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION	
			REQUIRE- MENTS (S) OMMITTED	REASON
General disclosures				
	2-1 Organizational details	10, 11		
	2-2 Entities included in the organization's sustainability reporting	8		
	2-3 Reporting period, frequency and contact point	8		
	2-4 Restatements of information	27,38, 40, 65		
	2-5 External assurance	An external assurance was not conducted in 2025		
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	10, 11		
	2-7 Employees	38		
	2-8 Workers who are not employees	38		
	2-9 Governance structure and composition	64		
	2-10 Nomination and selection of the highest governance body	Refer to 2025 Annual Report		
	2-11 Chair of the highest governance body	64		
	2-12 Role of the highest governance body in overseeing the management of impacts	Refer to 2025 Annual Report		
	2-13 Delegation of responsibility for managing impacts	19		

/GRI STANDARD OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION	
			REQUIRE- MENTS (S) OMMITTED	REASON
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	19		
	2-15 Conflicts of interest	65		
	2-16 Communication of critical concerns	65		
	2-17 Collective knowledge of the highest governance body	Refer to 2025 Annual Report		
	2-18 Evaluation of the performance of the highest governance body	Refer to 2025 Annual Report		
	2-19 Remuneration policies	64, 65		
	2-20 Process to determine remuneration	64, 65		
	2-21 Annual total compensation ratio	Not disclosed	Confidentiality constraints	Due to internal policies
	2-22 Statement on sustainable development strategy	21, 22		
	2-23 Policy commitments	26, 30, 32, 38, 49, 50, 64, 75, 76		
	2-24 Embedding policy commitments	26, 30, 32, 38, 49, 50, 64, 75, 76		
	2-25 Processes to remediate negative impacts	65		
	2-26 Mechanisms for seeking advice and raising concerns	65		
	2-27 Compliance with laws and regulations	65		
	2-28 Membership associations	Refer to 2025 Annual Report		
	2-29 Approach to stakeholder engagement	84		
2-30 Collective bargaining agreements	Not disclosed	Prohibited in KSA	Legal prohibitions	
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	22, 82-84		
	3-2 List of material topics	22, 83, 84		
Financial Performance				
GRI 201: Economic Performance 2016	3-3 Management of material topics	12, 13		
	201-1 Direct economic value generated and distributed	12		
	201-3 Defined benefit plan obligations and other retirement plans	41, 42		

/GRI STANDARD OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION	
			REQUIRE- MENTS (S) OMMITTED	REASON
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	26, 27, 54, 55, 58, 59, 61		
GRI 207: Tax 2019	207-1 Approach to tax	13		
	207-2 Tax governance, control and risk management	13		
Environmental management				
GRI 3: Material Topics 2021	3-3 Management of material topics	30		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	31		
	303-2 Management of water discharge-related impacts	31		
	303-5 Water consumption	31		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	31		
	306-2 Management of significant waste-related impacts	31		
Climate change and emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	32, 34		
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	32, 33,34		
	102-5 Scope 1 GHG emissions	34		
	102-6 Scope 2 GHG emissions	34		
	102-7 Scope 3 GHG emissions	34		
	102-8 GHG emissions intensity	34		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	32		
	302-2 Energy consumption outside of the organization	32		
	302-3 Energy intensity	32		
	302-4 Reduction of energy consumption	32		
Talent attraction, retention and development				
GRI 3: Material Topics 2021	3-3 Management of material topics	38		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	40		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	41		
	401-3 Parental leave	42		

/GRI STANDARD OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION	
			REQUIRE- MENTS (S) OMMITTED	REASON
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	45		
	404-2 Programs for upgrading employee skills and transition assistance programs	43, 44, 46, 47, 48		
	404-3 Percentage of employees receiving regular performance and career development reviews	48		
Nationalization and local talent development				
GRI 3: Material Topics 2021	3-3 Management of material topics	49		
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	49		
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	50		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	50		
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	51		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	64		
Employee health, safety and wellbeing				
GRI 3: Material Topics 2021	3-3 Management of material topics	52		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	53		
	403-3 Occupational health services	53		
	403-4 Worker participation, consultation, and communication on occupational health and safety	52, 53		
	403-5 Worker training on occupational health and safety	52, 53		
	403-6 Promotion of worker health	52, 53		
	403-9 Work-related injuries	53		
	403-10 Work-related ill health	53		

/GRI STANDARD OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION	
			REQUIRE- MENTS (S) OMMITTED	REASON
Community engagement				
GRI 3: Material Topics 2021	3-3 Management of material topics	58		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	58, 59, 60, 61		
Transparent governance & ethical conduct				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	64		
	205-2 Communication and training about anti-corruption policies and procedures	65, 66, 69		
Data protection and security				
GRI 3: Material Topics 2021	3-3 Management of material topics	75		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	75		
Customer relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	76		
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	77		
Responsible supply chain				
GRI 3: Material Topics 2021	3-3 Management of material topics	80		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	80		
We also report on topics that are not covered by the GRI standards				
Risk Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	70		
Sustainable Financial Solutions				
GRI 3: Material Topics 2021	3-3 Management of material topics	26		
Financial Inclusion and Empowerment				
GRI 3: Material Topics 2021	3-3 Management of material topics	54		

Appendix 5: SASB alignment

Relevant SASB Industry	Topic	Metric	Unit	Relevant SASB Code	Page number(s) and/or direct answers
Commercial Banking	Data Security	1. Number of data breaches, 2. percentage that are personal data breaches 3. number of account holders affected	Number, %	FN-CB-230a.1	75
		Description of approach to identifying and addressing data security risks	Qualitative	FN-CB-230a.2	75
	Financial Inclusion & Capacity Building	1. Number and 2. amount of loans outstanding that qualify for programs designed to promote small business and	Number, %	FN-CB-230a.1	27, 54, 55
		Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Number, #	FN-CB-240a.3	Zero
	Management of the Legal & Regulatory Environment	Total amount of losses as a result of legal proceedings associated with fraud, anti-trust, anti-competitive, market manipulation, malpractice or other industry regulations ⁴	#	TA02-06-01	65
	Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	tCO ₂ e	FN-CB-410b.1	34, 35
		Gross exposure for each industry by asset class	#	FN-CB-410b.2	35, 88
		Percentage of gross exposure included in the financed emissions calculations	%	FN-CB-410b.3	35, 88

Relevant SASB Industry	Topic	Metric	Unit	Relevant SASB Code	Page number(s) and/or direct answers
Commercial banking		Description of the methodology used to calculate financed emissions	Qualitative	FN-CB-410b.4	88
	Business Ethics	Description of whistleblower policies and procedures	Qualitative	FN-CB-510a.1	69
	Systemic Risk Management	Discussion of how results of mandatory and voluntary stress tests are integrated into capital adequacy planning, long-term corporate strategy, and other business	Qualitative	SASB FN-CB-550a.2	70
Consumer Finance	Data Security	Card-related fraud losses from (1) card-not-present fraud and (2) card-present and other fraud	#	FN-CF-230a.2	69
	Selling Practices	Number of customer complaints filed	Number	FN-CF-270a.4	77

Appendix 6: IFRS S1 S2 alignment

IFRS S1 Disclosures

IFRS S1 Category	Index	Disclosure content	Reference
Governance	S1.27	Governance a. Describe governance processes, controls, and procedures used to monitor, manage, and oversee sustainability-related risks and opportunities b. Explain how governance supports identification and management of sustainability-related risks and opportunities c. Enable understanding of governance’s role in sustainability oversight for users of financial reports	19
	S1.27	Board role Board committee or equivalent body’s oversight of sustainability-related risks and opportunities including responsibilities, skills and competencies, frequency and form of communication and process for overseeing the company’s strategy, making decisions and setting targets for managing sustainability-related risks and opportunities including how performance is linked to remuneration policies	19
	S1.27	Management role Management level committee or equivalent body to manage and oversee sustainability-related risks and opportunities including delegation of roles and controls and procedures used and integration with other control functions	19
Strategy	S1.28	Strategy a. Describe the entity’s strategy for managing sustainability-related risks and opportunities b. Explain how the strategy addresses key sustainability issues and aligns with long-term objectives	19
	S1.30	Sustainability-related risks and opportunities a. Describe sustainability-related risks and opportunities expected to affect SNB b. Define time horizon - short/ medium/ long c. Explain time horizon selection and link to planning horizons and strategic decision-making	71
	S1.33	Strategy and Decision-Making a. Explain how the entity has responded or plans to respond to sustainability-related risks and opportunities b. Disclose progress against previously disclosed plans, using both quantitative and qualitative information c. Describe trade-offs considered in strategic decisions (e.g., environmental vs. social impacts)	71

IFRS S1 Category	Index	Disclosure content	Reference
Risk Management	S1.44	Risk Management a. Processes/ related policies to identify, assess, prioritise and monitor sustainability-related risks b. Processes/ related policies to identify, assess, prioritise and monitor sustainability-related opportunities c. Describe integration into the overall risk management process	70
Metrics and Targets	S1.48	Industry-Specific Metrics a. Disclose metrics relevant to the entity’s business model, activities, or industry-specific characteristics ensuring alignment with common industry practices and risks	94, 95
	S1.49	Non-IFRS Metrics a. If using metrics from sources other than IFRS Sustainability Disclosure Standards.	94, 95
	S1.51	Targets Disclosure Requirements a. Disclose targets set by the entity and those required by law or regulation	35, 49

IFRS S2 Disclosures

IFRS S2 Category	Index	Disclosure content	Reference
Governance	S2.6	Governance a. Describe governance processes, controls, and procedures used to monitor, manage, and oversee climate-related risks and opportunities b. Explain how governance supports identification and management of climate-related risks and opportunities c. Enable understanding of governance’s role in sustainability oversight for users of financial reports	19
	S2.6	Board role Board committee or equivalent body’s oversight of sustainability-related risks and opportunities including responsibilities, skills and competencies, frequency and form of communication and process for overseeing the company’s strategy, making decisions and setting targets for managing climate-related risks and opportunities including how performance is linked to remuneration policies	19
	S2.6	Management role Management level committee or equivalent body to manage and oversee climate-related risks and opportunities including delegation of roles and controls and procedures used and integration with other control functions	19

IFRS S2 Category	Index	Disclosure content	Reference
Strategy	S2.10	<p>Climate-Related Risks and Opportunities</p> <p>a. Describe climate-related risks and opportunities that could reasonably affect the entity’s prospects</p> <p>b. Classify each risk as either a physical risk or a transition risk</p> <p>c. Specify the time horizon (short, medium, long term) over which each risk or opportunity may occur</p> <p>d. Define what the entity considers as short, medium, and long term, and link these to strategic planning horizons</p>	71
	S2.14	<p>Strategy and decision-making</p> <p>a. Response to climate-related risks and opportunities</p> <p>b. Funding of response actions to climate-related risks and opportunities</p> <p>c. Information on progress</p>	71
Risk Management	S2.25	<p>Risk Management</p> <p>a. Processes/ related policies to identify, assess, prioritise and monitor climate-related risks</p> <p>b. Processes/ related policies to identify, assess, prioritise and monitor climate-related opportunities</p> <p>c. Describe integration into the overall risk management process</p>	70, 71
Metrics and Targets	S2.29	<p>Metrics and targets</p> <p>a. Scope 1/2/3 GHG (Scope 3 operational) b, c and d) Climate-related transition and physical risks and opportunities</p>	34, 35
	S2.32	<p>Industry-Based Metrics Disclosure</p> <p>a. Disclose industry-based metrics linked to specific business models, activities, or common industry features</p> <p>b. Did the entity refer to and consider the Industry-based Guidance on Implementing IFRS S2 when determining applicable industry metrics</p>	34,38

